

**FINAL REPORT**

for  
D&G IQC Contract No. AEP-I-00-00-00017-00

**Training Elected Communal and  
Civil Society Leaders in  
Financial Management and  
Transparency**



**Submitted to**

USAID/Bamako  
B.P. 34  
Bamako, Mali

**Submitted by**

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Bamako, Mali

October 7, 2002



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## **I. EXECUTIVE SUMMARY**

The IQC AEP-I-00-00-00017-01 – Training Elected Communal and Civil Society Leaders in Financial Management and Transparency - implemented by RTI during the period January to October 2002 has met or surpassed all performance standards as stipulated in the task order. A total of 558 participants were trained (see Attachment A for list of names, titles, and, for elected officials, party affiliation) in 20 training workshops conducted between June and October in the regions of Koulikoro, Sikasso, Segou and Mopti and the District of Bamako. A total of 550 French language Participant Training Manuals were published as well as 200 copies each in Bamanankan and Peulh. To help successfully implement the program RTI also developed and printed a trainer's guide to help trainers understand the methodologies and techniques in executing the training program.

RTI International developed the highly participatory training program in close collaboration with the MATCL and the local agency INAGEF. The materials produced and methodologies employed were well received by each of the target groups – namely locally elected officials, commune officials and leaders of civil society. The evaluations of the training program indicated that 96% of participants judged the overall quality of the training program as good, very good or excellent.

One component of the program was the development of a pre and post-test questionnaire to assess the impact of the training program had on the knowledge level of participants. The results of the tests indicate that participants improved their scores from approximately 71% correct to 84% correct by attending the training. On the more difficult questions, scores increased from 53% correct to 71% correct. Another important component of the project was a media outreach campaign. The activity received excellent coverage on national and local media. This included national television, radio and newspaper coverage as well as extensive coverage by community and local radio stations in target districts. Overall, an estimated 40 hours of radio and TV time covering the program was diffused.

As a pilot activity, the program provided RTI with important lessons-learned and recommendations for expanding the outreach, strengthening the impact and ensuring the sustainability of the program. These recommendations include:

- Replicating the pilot training to successfully reach a critical mass of communes.
- Extending partnership with NGOs and GRM in training implementation.
- Accompanying participatory governance projects with dedicated media and public education outreach.
- Initiating follow-up with the communes on the action plan developed during Module 8 of the training session.
- Initiating a financial resource mobilization strategy development and follow-up for each commune that has demonstrated their commitment to the program.
- Capacity-building of local institutions and communes to conduct training and assist communes implement activities.

## II. INTRODUCTION/BACKGROUND

In January 2002, USAID signed task order #1 with RTI for implementation of IQC AEP-I-00-00-00017-01 – Training Elected Communal and Civil Society Leaders in Financial Management and Transparency. The activity was conceived to help strengthen the capacity of newly elected officials and civil society leaders to play their roles in financial resource management, effective service provision and delivery and transparency in local governance. It is believed these are essential tools in ensuring that communal government effectively plays its role. The overall objective of the contract was to provide training aimed at exposing and orienting elected communal officials and civil society organization leaders in financial management systems.

In response to development and implementation of the task order, RTI named Senior Public Administration Specialist, Julie Aberg Robison, to lead the effort. As identified in the RTI Technical Approach, she was aided by a consultant training team composed of Christian Arandel, a Municipal Finance Specialist, and Dan Gerber, a Training and Civil Society Specialist. Following the initial planning visit in March 2002, and as per the Task Order options, RTI requested and was authorized a proposal extension. The extension permitted RTI to redesign the approach to fit the timing needs of the training and initiate a sub-contract agreement with INAGEF (*Institut Africain de Gestion et de Formation*) to provide trainers and specific local assistance (e.g., negotiation of local workshop facilities and logistical arrangements). In addition to this identified team, RTI also brought to the effort the services of a Training Specialist, Isidore Lecadou, and Margaret Davide-Smith, Project Administration Specialist.

In addition to a number of difficulties inherent with preparing, developing and implementing a new training package within a short time span, the contract period also coincided with the presidential and national assembly elections. These elections involved the efforts of the GRM partner, *Ministère de l'Administration Territoriale et des Collectivités Locales*, as well as time and energy of locally elected officials. Despite these constraints, RTI and its implementation partners was still able to successfully implement the program.

An important facilitating and supporting role throughout the planning, design and implementation components of the activity was played by USAID's DGSO Team and assigned Technical Officers, Anna Diallo and Yacouba Konate. Their understanding of various implementation issues and support was essential in enabling the Task Order to be executed successfully. In addition, RTI wished to recognize the facilitation and implementation roles played by the Project “*Comité de Pilotage*”. This Committee was comprised of Djoumé Sylla, *Conseiller à la Décentralisation*, Modibo Sidibé, *Inspecteur en Chef*, and Mamani Nassiré, *Directeur Adjoint, Direction Nationale des Collectivités Territoriales* in the *Ministère de l'Administration Territoriale et des Collectivités Locales*. Their commitment, and that of the government trainers/experts who participated in the training, were essential to the production and delivery of the training program.

### III. IMPLEMENTATION

Implementation took place in the following major stages:

- February: Planning
- March: Design
- April – May: Pilot Testing of Training Materials/Training of Trainers
- June: Launch of initial training.
- July: Revisions of training materials and publication
- August – October: Training Activities.

#### A. Planning

Planning and overall oversight of the activity was lead by Julie Robison, RTI Senior Public Administration Specialist. An initial visit to Bamako by Ms Robison and consultants Christian Arandel and Dan Gerber in March 2002 provided RTI with invaluable information on the training needs, potential approaches and scheduling needed to successfully implement the program. The *Comité de Pilotage* that was established to guide the project, provided the RTI Team with invaluable advice and input during the planning stage. The RTI Team determined it would be advantageous to find a sub-contractor to help identify trainers, coordinate logistics and provide local content to the training materials. An assessment was made of various potential sub-contractors and proposals were received from two agencies. Based on their technical capacity and cost proposals, RTI, after receiving USAID authorization, awarded the sub-contract to *Institut Africain de Gestion et de Formation* (INAGEF).

#### B. Design

When designing the training methodology, RTI's main preoccupations were: a) to ensure that the key concepts underlying transparent financial management were successfully conveyed to the participants and b) to create the conditions necessary for the implementation of the skills and techniques acquired by the participants. This had implications in both the program's pedagogy and the selection of communes and participants.

As specified in the project's terms of reference, the methodology used was highly participative, focusing on learning through doing and interacting instead of passive listening. The “jeux de roles” exemplified this approach, as they were designed to allow the participants to be actors in the budget process, from strategic planning to implementation. In addition, participants were provided with substantial complementary information in the training manual for future reference (fiches de synthèse). Finally, a session of communal consultation was included in the program to enable participants to reflect on the training and adopt a plan of action to be implemented in their respective communes.

RTI proposed, and implemented, a strategy for the selection of participants that aimed at ensuring that a critical mass of individuals received training in each municipality and at avoiding

dilution of the training impact. It was therefore suggested that only two communes take part in each training session with each commune represented by 12-14 participants. Care was taken to ensure that participants represented a wide range of local actors and that key communal decision-makers participated in the training.

After RTI drafted the methodology and outline of the training program, to complete the design, RTI contracted INAGEF to draft Mali-appropriate case studies and role-playing scenarios. These were then reviewed and revised together and with input from the *Comité de Pilotage*.

**C. Pilot Testing of Training Materials/Training of Trainers**

The Validation of Training Tools and Methodology and Training of Trainers Workshop (*L'atelier de validation des outils et de formation de formateurs*) was held in Bamako from May 20 to 24, 2002 and supervised by RTI consultant Dan Gerber. This proved to be an invaluable exercise as techniques, tools, methods and trainers were tested. The workshop was organized to review each training module and the various methodologies. Attending the workshop were twelve trainer candidates from INAGEF and other NGOs, six experts/trainers from MATCL and the three members of the *Comité de Pilotage*. Also invited and participating were six participants each from Commune 4 in Bamako and the Commune Ngabakoro Droit from Kati. The sessions were conducted by a pair of trainers (normally one from an NGO and one from MATCL) with the participants from the two communes and other trainers acting as participants. At the end of each module there was a discussion of both the materials and the techniques used. These comments were then used to revise the draft training manual.

**D. Launch of Initial Training**

In preparation for the launch, RTI's Christian Arandel traveled to Bamako. He worked closely with the *Comité de Pilotage*, MATCL experts and INAGEF trainers to first finalize the modifications suggested by the lessons learned from the May validation exercise and then to train the trainers who attended the initial training session. The first training session was conducted in Bamako during the week June 17 to 21. The two communes that participated were Communes 4 and 6. The feedback from the participants in the initial training confirmed that the training package developed was appropriate.

**E. Revisions of Training Materials and Publication**

At both the validation training in May and the initial training in June, RTI and INAGEF prepared participant training manuals and an accompanying trainer's manual. These were assembled in three-ring binders enabling RTI to easily make modifications, additions and deletions. Following the initial training a finalized version of both the trainer's manual and the participant's manual was made and an initial run of 250 copies of the participant manual (in French) published. With the manual now in an approved version, a summarized version was sent to translators to prepare

versions in Bambanankan and Peuhl. These translations were completed in late August and the translated versions published in September in Bamako. A second run of 300 French language versions of the participant manual was published in Bamako in September. This version had some corrections and additions from the original publication run.

#### F. Training Activities

The Communes selected with the *Comité de Pilotage* are listed below by Region and Circle. The table also lists the dates and locations of each training session that was conducted.

Region	Circle	Commune		Training Location	No.	Dates
Bamako	District de Bamako	Commune 4	Commune 6	CRES-Bamako	31	June 17-21, 2002
Koulikoro	1 Kati	Kati	Ngabakoro Droit	Kati	38	August 19-23, 2002
	2 Kolokani	Kolokani	Nonkon	Kolokani	28	
	3 Dioïla	Dioïla	Massigui	Dioïla	26	
	4 Koulikoro	Koulikoro	Meguetan	Koulikoro	29	
Sikasso	1 Bougouni	Bougouni	Zantiébougou	Bougouni	34	September 2-6, 2002
	2 Kolondiéba	Kolondiéba	Kebila	Kolondiéba	27	
	3 Koutiala	Koutiala	Sincina	Koutiala	26	
	4 Sikasso	Sikasso	Kaboïla	Sikasso	29	
	5 Kadiolo	Kadiolo	Zégoua	Kadiolo	31	
Ségou	1 Ségou	Ségou	Dioro	Ségou	19	September 9-13, 2002
	2 Bla	Bla	Touna	Bla	30	
	3 Niono	Niono	Kala-Sigida	Niono	26	
	4 San	San	Somo	San	29	
	5 Tominian	Tominian	Bènèna	Tominian	26	
Mopti	1 Djenné	Djenné	Pondori	Djenné	22	September 23-27, 2002
	2 Mopti	Mopti	Sio	Mopti	30	
	3 Bankass	Bankass	Kanibonzon	Bankass	30	
Mopti	4 Bandiagara	Bandiagara	Doucombo	Bandiagara	30	September 30 - October 4, 2002
Bamako	District de Bamako	Commune 1	Commune 3	Bamako	21	
<b>Total Number Participants</b>					<b>558</b>	

#### IV. RESULTS ACHIEVED

The specific performance standards per the agreement are:

##### **Performance Requirement 1: Develop a financial management system training program.**

#	Performance Standard	Extent of Achievement
a)	<p>Content of training Program to include the following topics:</p> <ul style="list-style-type: none"> <li>i.) Participatory strategic planning</li> <li>ii.) Budget preparation and approval process</li> <li>iii.) Budget implementation and monitoring</li> <li>iv.) Reporting process</li> <li>v.) Roles and responsibilities of each actor in financial management system</li> <li>vi.) Importance of transparency in managing communal assets</li> <li>vii.) General overview of procurement process – competitive bidding, sole sourcing justification and inventory management</li> <li>viii.) Resource mobilization techniques and creative means of attracting investments</li> <li>ix.) Effective and creative tax, fees, and rates collection techniques.</li> </ul> <p>Note the modules i.) through vi.) Should be developed utilizing highly interactive/participatory techniques and modules vii.) through ix.). Should be developed as overviews for general information purposes only.</p>	<p><u>Standard achieved:</u></p> <p>While all performance standard topics were covered in the training program, the number of subjects to be covered did not allow an in-depth coverage of each subject. Items i.) to vi.) and viii.) were covered using participative techniques including case-studies and role-playing followed by group discussions and debate. To cover subjects vii). and ix.) overviews were given. This was also the case for issues ii.) – iv.).</p>
b)	1000 training manuals and materials to be developed with 600 copies in French, 200 in Bamanankan and 200 in Peulh.	<p><u>Standard surpassed:</u> During the Pilot testing workshop in May, 30 French language manuals were produced. This initial edition was revised and 30 additional French language copies produced for the June training in Bamako. An initial run of 250 copies was printed in North Carolina in August. A final revised version of 300 copies was printed in Bamako in September. An initial run of 20 Bamanankan versions were prepared for the Koulikoro Region training. Corrections were made and 180 copies published in early September. At the same time, 200 copies of the Peulh version were published. In summary, 610 training manuals were produced in French and 200 each in Bamanankan and Peulh.</p>

#	Performance Standard	Extent of Achievement
		Though not originally planned, RTI developed a <i>Guide du Formateur</i> to help orient trainers in the RTI training approach, techniques and strategies. These Guides were distributed to all trainers and were followed up with TOT sessions with the selected project trainers.
c)	All training materials and manuals should be made available to participants (500)	<u>Standard achieved:</u> All participants have been provided with the training participant manual in the language of their choice. Some, in the earlier training sessions conducted before September, did not have access to the translated versions at the time of the training. Special efforts were made to deliver copies to these participants.
d)	Training manuals shall be distributed to participants based on their language requirements.	<u>Standard achieved:</u> See above.
e)	Any remaining manuals shall be made available to USAID.	<u>Standard achieved:</u> In addition to providing manuals to the participants, manuals were also provided to the trainers and a copy each for the members of the <i>Comité de Pilotage</i> . RTI and local partner INAGEF have each kept an additional 15 copies. All remaining copies are being made available to USAID.

### Performance Requirement 2: Training in financial management systems conducted.

#	Performance Standard	Extent of Achievement
a)	RTI, in collaboration with the DGSO team and the Ministry of Territorial Administration and local collectivities, shall select at least 20 circles in the regions of Segou, Sikasso, Koulikoro and the District of Bamako. The circles shall be selected so as to enhance “spread effect” of the training.	<u>Standard achieved:</u> 4 circles were selected in Koulikoro and Mopti and 5 each in Sikasso and Segou. In addition to these 18 circles, 2 training sessions were planned in the District of Bamako and involved 4 urban communes. The sites were selected not only to enhance the spread effect but also to facilitate training logistics during the rainy season period.
b)	The training program shall be conducted in the selected 20 circles covering the regions mentioned above.	<u>Standard achieved:</u> See table in Section III. - Implementation - for listing of exact locations of trainings conducted.
c)	At least 25 participants at each circle including elected leaders, commune's financial personnel, public servants at the local level and civil society leaders trained.	<u>Standard surpassed:</u> A total of 558 participants were trained over the course of the 20 training workshops. This surpassed the initial 500 participant target.
d)	All logistics including rental of training rooms, selecting/inviting participants, payments of per diems, development/distribution of training materials and supplies shall be the responsibility of RTI.	<u>Standard achieved:</u> This was accomplished in collaboration with the sub-contractor INAGEF.

#	Performance Standard	Extent of Achievement
e)	Pre- and post-testing evaluation tools developed that shall measure the knowledge acquired through training.	<u>Standard achieved:</u> See Attachment C.
f)	At least 70% of the participants will gain general working knowledge of the modules developed, to be determined based on application of the pre- and post-testing tool.	<u>Standard surpassed:</u> See Attachment D and section below.

### Pre-Test/Post-Test Questionnaire

Development of an effective questionnaire to assess the level of understanding of training themes was undertaken in two stages. During the May pre-training activity a series of potential questions were developed. These were then reduced to first 50 questions that were used during the Bamako and then 29 questions for the Koulikoro training sessions implemented in June and August. The questionnaire was then revised to 20 questions making the data collection more manageable, eliminating questions that were not as relevant and adding questions that directly related to the significant training sessions themes.

Overall, the scores of participants improved from 71% at the pre-test to 84% at the post-test. For the questions that participants had the most difficulty at the pre-test (i.e., the 8 questions with scores under 75%), there was a marked improvement from 53% at the pre-test to 71% at the post-test. A summary of the pre- and post-test results is presented in the table below.



*Participants working on a case study exercise.*

#	True and False Question	Pre-test: % correct responses	Post-test: % correct responses
1	Communes are legal entities that have financial autonomy. (T)	93.7%	97.4%
2	Communal financial management concerns only locally elected officials: the public, civil society and the State have no oversight right. (F)	80.0%	91.7%
3	Transparency in municipal management is required by law. (T)	93.4%	96.6%
4	The law authorizes the mayor to prohibit access of citizens to Council Meetings that debate issues involving communal financial management. (F)	77.9%	90.4%
5	Citizens have legal recourse when the Council does not abide by transparency regulations. (F)	77.1%	85.2%
6	The law obliges each commune to have a budget. This budget is an instrument that details all authorized expenditures and receipts. (T)	92.4%	95.6%
7	To help ensure success in strategic planning, it is preferable to limit involvement of civil society leaders or the general population. (F)	78.4%	90.9%
8	The mayor is the person responsible for the communal budget. (T)	88.2%	96.1%
<b>9<sup>1</sup></b>	Coercive means should be the first recourse in collection of taxes and fees. (F)	49.1%	68.5%
<b>10</b>	A mayor has no legal responsibility to include the public in the preparation of the budget. (F)	62.8%	83.0%
11	A budget has two major components: 1) operations and 2) investments. (T)	90.0%	95.9%
12	The responsibility for preparing a budget is that of the Mayor who is assisted by the commune's financial services and a commission on finances if he/she so chooses. (T)	86.1%	89.6%
13	The government oversight authority has 30 days from receipt of the communal budget for examination. Past this period, and in absence of any official comment, the budget becomes effective. (T)	85.8%	95.6%
<b>14</b>	Only the mayor has the right to directly select commercial contractors, no matter the payment amount, in order to speed up procurement and avoid delays. (F)	81.2%	93.8%
15	The Council has the legal right to pass a budget whose expenses are greater than receipts. (F)	72.4%	90.2%
16	Even if all the procedural conditions and budget principles are in order, the Government oversight authority has the right to reject a budget if he/she feels the communal government's priorities are mistaken. (F)	38.4%	53.4%
<b>17</b>	Transparency complicates the work of the mayor since it gives the opportunity for malicious people to provoke him.(F)	63.4%	80.3%
18	Procurement procedures do not apply with financing obtained from donations or inherited funds. (F)	52.9%	81.3%
<b>19</b>	The Communal budget must be prepared and adopted before the end of March. (F)	35.7%	49.5%
20	A commune's property inventory is only required at the end of the elected term of the mayor and is only submitted to the secretary-general. (F)	47.6%	62.2%
<b>TOTAL</b>		71.3%	83.6%

<sup>1</sup> Questions in bold (i.e., 9, 10, 14, 17 and 19) were used at all sites. Other questions were not used at the initial training in Bamako or in Koulikoro.

## Training Evaluation

At the end of the training workshops the participants were asked to fill in a questionnaire regarding their opinion of the workshop and the various methodologies and tools used. As indicated in the summary of the results of these questionnaires presented in the table below, participants overwhelmingly responded that the training sessions targeted important themes and that the quality of the trainers was positive.

Criteria	Poor	Acceptable	Good	Very Good	Excellent
Overall quality of the training	0.0%	3.9%	32.2%	42.5%	21.4%
Quality of the trainers	0.0%	1.8%	24.7%	46.1%	27.4%
Quality of the training tools	0.0%	10.3%	42.6%	34.1%	13.0%
Organization of the training sessions	0.2%	20.0%	46.4%	25.5%	7.9%
Appropriateness of themes	0.0%	4.6%	30.9%	38.5%	26.0%
Role playing	0.0%	13.3%	46.6%	30.6%	9.4%
Case studies	0.4%	7.4%	43.9%	36.2%	12.0%
Cartoon strips	0.6%	23.8%	41.6%	23.5%	10.5%
Summary presentations	0.0%	9.3%	46.9%	28.9%	15.0%
<b>TOTAL</b>	<b>0.1%</b>	<b>10.3%</b>	<b>39.4%</b>	<b>34.2%</b>	<b>16.0%</b>

As indicated above, over half of the participants (50.2%) gave evaluation scores of very good and excellent and 89.6% gave scores of good, very good or excellent. Only 10.3% gave a score of acceptable and 0.1% gave a score of poor. Regarding the overall quality of the training, 63.9% gave scores of very good or excellent and an impressive 96.1% gave scores of good, very good or excellent. See Attachment E for details of results of pre and post-test questionnaires by training site.

The few negative comments that were collected mainly involved criticism by some regarding the organization (mostly involving comments on late notification, lengthy days and inadequate per diems). Many comments were also made regarding the view that the subject matter covered was too great for the 5 days allotted and that there was a need to provide follow-up training sessions in the same communes.

## Media Outreach and Synergy

In addition to the specified performance targets listed above, the task order sought to enhance the spread effect of the activities. This was done not only by careful selection of circles through USAID-focus Regions and the District of Bamako, but through a media outreach campaign initiated by RTI. This approach is consistent with USAID's strategy of using Special Objective Communications for Development to reinforce activities of the Shared Governance through Decentralization Strategic Objective. The media campaign logged an estimated forty hours of radio/TV time on: over a dozen community radio stations reaching all 4 regions; national radio; and national television exposure featuring both the initial and final training sessions that took place in Bamako in June and October and the regional workshops in each of the regions during

the period August to September. Additionally, articles/communiqués appeared in major Malian newspapers.

A summary of the media outreach efforts is presented in the table below:

<b>Region</b>	<b>Circle</b>	<b>Commune</b>		<b>Media Coverage</b>
<b>Bamako</b>	District de Bamako	Commune 4	Commune 6	National television and radio plus <i>Communiqué de Presse</i> in the <i>L'Essor</i> – see Attachment B.
<b>Koulikoro</b>	1 Kati	Kati	Ngabakoro Droit	The newspaper <i>AMAP</i> and <i>Radio Dounia</i> in Kati provided local coverage. Additionally, the national ORTM covered both the opening and closing sessions during the 13 HRS news bulletins.
	2 Kolokani	Kolokani	Nonkon	Local radio coverage ( <i>Radio Beledougou</i> ) covered the opening and closing ceremonies as well as interviews that were broadcast throughout the week.
	3 Dioïla	Dioïla	Massigui	Each evening <i>Radio Jamako</i> emitted a broadcast on the training themes. For each show, 5 participants volunteered to participate in the radio discussion and presentation.
	4 Koulikoro	Koulikoro	Meguetan	National TV and radio coverage plus nightly 45 minute program on community radio station <i>Radio Dionakan</i> during training plus feature article in the <i>Nouvel Horizon</i> – see Attachment B.
<b>Sikasso</b>	1 Bougouni	Bougouni	Zantiébougou	Article regarding Sikasso Region training in the <i>Les Echos</i> – see Attachment B. In Bougouni, <i>Radio Kafokan</i> participated and covered the sessions each evening.
	2 Kolondiéba	Kolondiéba	Kebila	The local radio <i>Benso de Kolondieba</i> held a nightly show featuring the training themes of the day. Each day 5 participants participated in the radio program.
	3 Koutiala	Koutiala	Sincina	A correspondent from <i>Radio Jamana</i> attended the training sessions as a participant. The station also covered the sessions during their daily broadcasts.
	4 Sikasso	Sikasso	Kaboïla	There was national ORTM coverage of the opening. ORTM Sikasso also conducted interviews of the Mayor of Kaboïla and other participants and these interviews aired nationally.

<b>Region</b>	<b>Circle</b>	<b>Commune</b>		<b>Media Coverage</b>
	5 Kadiolo	Kadiolo	Zégoua	On 3 nights the local radio station broadcast interviews with participants and trainers. A correspondent from AMAP in Kadiolo also prepared an emission that was aired on national radio.
<b>Ségou</b>	1 Ségou	Ségou	Dioro	The President of CG Radio was a participant. ORTM covered the opening ceremonies.
	2 Bla	Bla	Touna	On 4 evenings the local radio station emitted 20 minute broadcasts. Additionally, information on the training sessions was announced at the news bulletins.
	3 Niono	Niono	Kala-Sigida	<i>Radio CeSIRI</i> covered the training sessions each night including 20-minute segments discussing the themes of each session and including interviews with participants.
	4 San	San	Somo	Information on the training was broadcast on three evenings by the local radio station. The AMAP correspondent from San also provided reports.
	5 Tominian	Tominian	Bènèna	A correspondent from <i>Radio Parana</i> was a participant. On two evenings, <i>Radio Parana</i> aired 30-minute shows that featured the major themes and interviewed participants.
<b>Mopti</b>	1 Djenné	Djenné	Pondori	3 emissions of 30 minutes each on <i>Radio Jamana</i> broadcast 24-26 September. Additionally, the station interviewed participants and discussed training themes covered during daily evening news shows (18 HRS).
	2 Mopti	Mopti	Sio	ORTM radio and TV covered the opening and closing ceremonies. The local radio station had a 30-minute show each evening featuring themes covered during the day's session.
	3 Bandiagara	Bandiagara	Doucombo	The local station <i>Radio Baguiné</i> aired 30 minutes shows on 5 evenings discussing the major themes of the training sessions.
	4 Bankass	Bankass	Kanibonzon	<i>Radio Cello</i> featured a 30 minute show each evening of the training program discussing themes of the workshop.
<b>Bamako</b>	District de Bamako	Commune 1	Commune 3	Coverage by ORTM. Press releases and journalists from major newspapers invited to the closing ceremonies.

## V. LESSONS LEARNED

The development and implementation of the program has provided RTI and its partners with significant lessons-learned. These include:

- A. The focus of the training is perceived as a need by both locally elected officials and civil society representatives.

In the training session evaluations, numerous participants expressed their great interest in the subjects covered by the training. Nearly two-thirds of participants responded that the appropriateness of the training themes covered was either excellent or very good. An additional 30.9% indicated the themes were good and only 4.6% indicated that the themes were adequate. No one responded that the themes were poor.

The interest in the focus of the training was also confirmed by the very animated discussions and enthusiastic participation by the communal officers, elected officials and leaders from civil society.

One participant in Kolondiéba remarked: “Moi en tant que conseillère, pendant trois années je ne pouvais pas expliquer le budget à quelqu'un. Grâce à cette formation, je peux m'en sortir.” (“As an elected official, for the last three years I have been unable to explain the budget process to anyone. Now, thanks to this training, I am able to do so.”)

- B. Participatory training is an effective method to cover the training themes but requires proper training of trainers and monitoring to maintain standards.

Because most of the participants are already involved with the subjects covered (i.e., communal budget preparation, management, issues of transparency, etc.) an adult learning approach involving exchanges of experiences, discussion of case studies and role playing were particularly appropriate and effective. However, since the subject matter sometimes revolves on legal and technical issues, it is necessary that the training team have the requisite knowledge of government laws.

The strategy of teaming an experienced trainer (someone with a good understanding of adult training techniques) along with a government expert provided an effective approach to meet these needs. As the training activities were rolled out it was useful to have periodic reviews of the training teams and feedback to ensure the teams implemented the programs in a fully participatory manner. The monitoring of the standards was done by RTI consultants Arandel and Gerber, the *Comité de Pilotage* and INAGEF. Overall the teams did a good job but a lesson learned is that close monitoring is needed to ensure quality control.

A participant in Kolokani noted in the evaluation: “Le bon démarrage, la bonne initiative de nous organiser en village avec un chef, la fixation des règles à respecter, la façon de conduire cette session avec jeux et cas d'études ont beaucoup facilité l'apprentissage. Chapeau aux facilitateurs.” (“The good start, the good initiative to organize the trainees into a village with a chief, the establishment of training session rules, the manner that the training sessions were organized with case studies and games really facilitated the learning. Kudos to the facilitators!”)

C. The teaming of NGO and Government trainers brings strength – though it is not without its problems.

As mentioned above, teaming of the trainers proved an effective strategy. The NGO trainers' strength was their experience in participatory training methods and that of the Government trainers/experts in their knowledge of applicable regulations. Additionally the training provided was granted additional weight due to the fact that a GRM official participated. The technique also provided a good example that civil society and government can work together – a theme that was good to extend among the communal officers and civil society leaders.

One problem that surfaced was the complaint regarding the level of per diem for GRM trainers as authorized by USAID. The GRM trainers felt the rate was very low and indicated that for other training activities they have been authorized levels two to three times higher. While the government trainers all performed their duties and participated at all the training sessions, the future participation in further training activities is in doubt if this issue cannot be resolved.

In the evaluation of the Bla training, one participant observed: “Cette formation a été la bienvenue, car depuis trois ans c'est la première fois de voir le MATCL à participer comme formateurs et le thème choisi est le thème clé de la commune.” (“This training was most welcomed. For the first time in three years we saw MATCL trainers and the training theme covered is the key one for the commune.”)

D. Training of communal officials, elected officials and civil society leaders provides a dynamic training setting -- though including the three groups complicates training due to the varying degree of basic communal financial knowledge each brings.

Bringing together local elected officials, communal personnel and civil society leaders is positive; it enables participants to learn from each other and work collaboratively. However, the large disparities between the existing levels of understanding of municipal affairs make it difficult to strike the right balance between highly technical and general content of the training. Despite this difficulty, the inclusion of members of civil society, communal officials and elected officials creates a dynamic training environment and promotes exchanges and communication between the three groups. This positive aspect far outweighs the difficulties noted. Trainers,

however, should note any difficulties and take measures to ensure trainees do not get lost in technical details or spend too much time covering elementary issues.

One participant in Koulikoro declared: “Nous n’avions jamais reçu une telle formation jusqu’ici! Les participants de la société civile ont maintenant une meilleure compréhension du fonctionnement du conseil communal – ainsi que des responsabilités des élus communaux le besoin essentiel de transparence et de dialogue avec la société civile.” (“We’ve never had a training like this one! The civil society participants now have a much better understanding of the workings of communal government – and the responsibilities of elected officials - and the elected officials have been reminded of the essential need for transparency and dialog with civil society.”)

E. By itself, the one-week training may not be sufficient to obtain tangible long-term results.

Numerous participants noted that the themes covered were extremely important but the time allotted inadequate. Many also noted that there was a need to follow up the training with other groups, a need to have refresher courses, a need to repeat issues in other training activities, and a need to see if the communal action plan that was begun in the final module is actually followed up on. The training provided is a first step for the communes and it would be good to have a mechanism to allow follow up to bring added and long-term value. (See recommendations listed under B and C below).

A Bougouni participant noted: “Cette formation a été une lumière pour moi de voir comment une commune fonctionne, la vie de la commune. Les facilitateurs ont été à la hauteur en ce qui concerne l’explication des thèmes et il n’y a pas eu de dormeur dans la salle. Mon souhait est de renouveler ces genres de formation pour que nos communes puissent se développer plus rapidement.” (“This training has been very enlightening for me to see how a commune functions, the life of a commune. The trainers had the ability to cover the various themes and there was no boredom in the hall. My wish is to see additional training sessions on additional themes to enable our communes to develop more rapidly.”)

F. Local media are available and eager to promote the themes of the training.

At nearly every site the local media was very enthusiastic participants and actively covered the training activities. The themes covered that focused on local governance issues were passionate for many of the journalists. This tool for extending messages can profitably be used by USAID in future training activities.

## VI. RECOMMENDATIONS FOR NEXT STEPS

These recommendations are intended to strengthen USAID's Strategic Objective 8 and in particular its first intermediate result "participation of key communal level actors in democratic governance increased." Based on the experience garnered through the development and initiation of the training program, the following recommendations are made. These recommendations are put into three categories. These are grouped in those aimed at:

- Expanding the outreach of the program.
- Strengthening the impact of the program.
- Ensuring the sustainability of the program.

### A. Recommendations aimed at expanding the outreach of the program

#### 1. Replicating the pilot training to successfully reach a critical mass of communes.

The success of the pilot program has demonstrated that the approach and topics covered are of great interest and appropriate to the target groups. Participants overwhelmingly have called for replication of the program to additional communes. With the tools already drafted, this appears to be a cost-effective strategy. RTI recommends a new phase that would reach additional communes in the target regions.

#### 2. Extending partnership with NGOs and GRM in training implementation.

As noted in the lessons-learned section, the GRM/NGO partnership has proven to be effective. RTI recommends continuing this partnership in any future phases. To ensure this, it will be necessary to have USAID and the GRM reach an understanding regarding per diem levels for government trainers. If such an understanding cannot be concluded between the GRM and USAID, it would be necessary to replace the GRM experts with other resource people who are knowledgeable about Malian decentralization laws and regulations.

#### 3. Accompanying participatory governance projects with dedicated media and public education outreach.

As demonstrated by the interest of the local media in the program and training themes, RTI believes outreach efforts could successfully be exploited in follow-on phase. These efforts could publicize the public's need for participation and transparency in the context of the project's activities.

See Attachment E for an educational comic strip that could be a model for educational outreach (a similar plot could be produced for a radio sketch).

**B. Recommendations aimed at strengthening the impact of the program**

1. Initiating follow-up with the communes on the action plan developed during Module 8 of the training session.

RTI believes that following up with the communes to ensure that the development of the action plan leads to tangible results would be a positive follow-on activity. These could be done in a phase 2 or through partnership with a local entity or entities that would take ownership of the training package.

2. Initiating a financial resource mobilization strategy development and follow-up for each commune that has demonstrated their commitment to the program.

Evaluating the impact of the training in each commune and providing support to communes that have demonstrated their commitment to implementing participatory approach would be a supportive add-on activity. Support could include further training and capacity development, support in developing resource mobilization strategies and/or seed money to implement a small-scale community-based project.

**C. Recommendations aimed at ensuring the sustainability of the program.**

1. Capacity building of local institutions and communes to conduct training and assist communes implement activities.

To ensure sustainability of the intervention, RTI recommends capacity building of one or more Malian institutions that would take ownership of the training package and program. Such local institutional strengthening would facilitate a local expertise that could be availed by the communal officials, elected officials and civil society leaders. Secondly, additional training themes and packages (e.g., dealing with some of the training themes such as strategic planning and innovative resource mobilization in greater depth) could be developed and provided to the local institution or institutions to strengthen the programs they could provide to support communes.

Future training efforts could also pay additional attention to having local elected officials and communal civil servants trained to provide training to other communes. This approach was tried very successfully by RTI in Tunisia. These people are now training elected officials throughout the country.

## **Attachment A**

### **Names and Titles of Participants**

## ATTACHMENT A: Names and Titles of Participants

### Bamako District – Communes 4 and 6, June 17 to 21, 2002

No.	Name of Participant	Commune	Title	Elected Officials' Political Affiliation
1.	Moustapha Sissoko	Commune 6	Régisseur des recettes	N/A
2.	Massène Cissé	Commune 6	Président APE	N/A
3.	Mafarma N'Diaye	Commune 4	Secrétaire administrative Association SOS	N/A
4.	Moussa Konaté	Commune 6	Secrétaire à la formation Coordination des jeunes	N/A
5.	Aboubacar M Maïga	Commune 4	Secrétaire administrative Fédération Centrale APE	N/A
6.	Cheick Ahmed Tidiane Traoré	Commune 6	Secrétaire Général	N/A
7.	Adama Traoré	Commune 6	Membre COJA	N/A
8.	Théodor Kamaté	Commune 6	Membre COJA	N/A
9.	Ibrahima Diakité	Commune 6	Vice-Président APE	N/A
10.	Seydou Kanté	Commune 6	Membre Coordination Chefs de quartier	N/A
11.	Yacouba Coulibaly	Commune 6	Président APE	N/A
12.	Oumar Babadji	Commune 6	Vice-Président APE	N/A
13.	Coulibaly Fatimétou Zouboye	Commune 6	Présidente CAFO	N/A
14.	Yossouf Fané	Commune 4	Rédacteur Coopérative Jamana	N/A
15.	Dramane Ballo	Commune 6	Président FELASCOM	N/A
16.	Mody Samaké	Commune 4	Conseiller communal	ADEMA
17.	Sekou Diop	Commune 4	1 <sup>ER</sup> Adjoint	ADEMA
18.	Drissa Diabaté	Commune 4	Membre Syndicat des transporteurs	N/A
19.	Ballo Kadiatou Diombana	Commune 4	Perception	N/A
20.	Bakary Tangara	Commune 4	Régisseur recettes	N/A
21.	Nambala Kéïta	Commune 4	Secrétaire Affaires Juridiques FENASCOM	N/A
22.	Sory N'Dongo	Commune 4	Régisseur dépenses	N/A
23.	Bakary A Bagayogo	Commune 4	Secrétaire Général	N/A
24.	Touré Hadaïdja Maïga	Commune 6	Receveur Municipal	N/A
25.	Yaya Traoré	Commune 6	Membre Bureau des Commerçants détaillants	N/A
26.	Mamary Diarra	Commune 6	Membre Coord. des jeunes	N/A
27.	Sambala Sidibé	Commune 6	Formateur ONG AADEC	N/A
28.	Madame Djénéba Diakité	Commune 6	Organisatrice CAFO	N/A
29.	Broulaye Konaté	Commune 6	Maire	ADEMA
30.	Sidi Mohamed Haïdara	Commune 4	Maire	ADEMA
31.	Ousmane Traoré	Commune 4	Membre Bureau Commerçants détaillants	N/A

**Kolikoro Region – Kati Session, August 19 to 23, 2002**

N°	Name of Participant	Commune	Title	Elected Officials' Political Affiliation
1	Modibo Ouattara	Kati	Mairie	RND
2	Fousseyni Diakité	Kati	Mairie	CDS
3	Adama Traoré	Kati	Mairie	PARENA
4	Aly Dicko	Kati	Mairie	N/A
5	Idrissa Sissoko	Kati	UAOAK	N/A
6	Mouhamed Soumounou	Kati	AMAP	N/A
7	Adama Coulibaly	N'Gabacoro-Droit	Chef de village	N/A
8	Fodé Koné	Kati	Chef de village	N/A
9	Mamadou O Doumbia	Kati	A.G.C.K	N/A
10	Boubacar Traoré	Kati	Conseiller	ADEMA
11	Heinz F. Boumhoff	Kati	Assistant Technique	N/A
12	Fotigui Sacko	N'Gabacoro-Droit	Conseiller	N/A
13	Diaraba Doumbia	N'Gabacoro-Droit	Conseiller Chef de village	N/A
14	Ibrahim Yattara	Conseil du cercle Kati	Secrétaire Général	N/A
15	Boubacar Sidibé	Kati	Noumoula Chef de quartier	N/A
16	Boua Diarra	N'Gabacoro-Droit	A.P.E	N/A
17	Mamadou Ballo	N'Gabacoro-Droit	Conseiller Chef de village (Titibougou)	N/A
18	Zoumana Doumbia	N'Gabacoro-Droit	Conseiller du village	N/A
19	Kassim Fomba	N'Gabacoro-Droit	Elu	RPM
20	Mme Zoumbo Tamboura	N'Gabacoro-Droit	Association Féminine	N/A
21	Mme M'Baye Kadiatou	Kati	CAFO Kati	N/A
22	Mme Diallo Bintou Cissé	Kati	Régisseur dépenses	N/A
23	Bakary Traoré	N'Gabacoro-Droit	Adjoint au Maire	N/A
24	Dramane Keita	N'Gabacoro-Droit	Adjoint au Maire	N/A
25	Lassana Doumbia	N'Gabacoro-Droit	Conseiller	Indépendant
26	Abou Mohamed Traoré	Kati	C.J.K	N/A
27	Bourahima Sanogo	Kati	Régisseur	N/A
28	Ibrahim Touré	N'Gabacoro-Droit	Régisseur recettes	N/A
29	Mamadou Diarra	N'Gabacoro-Droit	Secrétaire Général	N/A
30	Seydou Traoré	N'Gabacoro-Droit	Régisseur dépenses	N/A
31	Mahamadou Sangaré	Kati	Conseiller	ADEMA
32	Dieynabou Soumaré	N'Gabacoro-Droit	Maire	N/A
33	Soumana Coulibaly	Kati	Président Conseil du Cercle	N/A
34	Aboubacar Demba Sylla	Kati	SYNTRUI	N/A
35	Lassana Samaké	N'Gabacoro-Droit	Conseiller Communal	RPM
36	Mme Cissé Babou Keita	Kati	COFAC	N/A
37	Modibo Diarra	Kati	Service Urbain	N/A
38	Seydou Camara	Kati	Chambre de Commerce	N/A

**Kolikoro Region – Kolokani Session, August 19 to 23, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Siga DIARRA	Nonkon	Association des Jeunes	N/A
2	Toro Sine DIARRA	Nonkon	2eme Adjoint au maire	RPM
3	Modibo DIARRA	Nonkon	APE	N/A
4	Aissata SOW	Kolokani	Régisseur de dépenses	N/A
5	Daouda DIARRA	Nonkon	Régisseur de recettes	N/A
6	Philipe TRAORE	Kolokani	Commerçant	N/A
7	Aboubacar DIARRA	Nonkon	Secrétaire Général	N/A
8	Kankou DOUMBIA	Kolokani	Coordination des Femmes	N/A
9	Djibril TRAORE	Kolokani	Coordination des Jeunes	N/A
10	Birama KEITA	Kolokani	Radio locale	N/A
11	Mahamadou S. SYLLA	Kolokani	APE	N/A
12	Mamary TRAORE	Nonkon	1er Adjoint au Maire	ADEMA
13	Flamoussa DIARRA	Nonkon	Conseil de Cercle	RPM
14	Diakaridia DIEBIKILE	Kolokani	Adjoint au Percepteur	N/A
15	Diadji DIARRA	Kolokani	CSCOM	N/A
16	Gerome DAKONO	Kolokani	Secrétaire Général	N/A
17	Adama SOUMAORO	Kolokani	Régisseur de recettes	N/A
18	Hassimi SOW	Kolokani	1er Adjoint au maire	RPM
19	Mariam COULIBALY	Kolokani	Conseillère	RPM
20	Diarake TRAORE	Nonkon	Conseiller	RPM
21	Mamadou TRAORE	Kolokani	Conseil de Cercle	RPM
22	Zan DIARRA	Nonkon	Conseil de Cercle	RPM
23	Yacouba TRAORE	Kolokani	Chef de village	N/A
24	Awa TRAORE	Nonkon	Association des Femmes	N/A
25	Djeka DIARRA	Nonkon	Représentant chef de village	N/A
26	Cheik F. DIARRA	Kolokani	Conseiller	PARENA
27	Diatigui DIARRA	Nonkon	Maire	ADEMA
28	Oumar CISSE	Kolokani	Préfet Adjoint	N/A

**Kolikoro Region – Dioila Session, August 19 to 23, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1.	Modibo Mariko	Kaladougou	Régisseur	N/A
2	Drissa S Coulibaly	Massigui	Régisseur	N/A
3	Mem Konaté Konimba	Massigui	Segal	N/A
4	Mandiou S Diallo	Massigui	Régisseur	N/A
5	Nouhoum Coulibaly	Massigui	3è adjoint	UDD
6	Siaka Coulibaly	Massigui	1er adjoint	RPM
7	Moussa Traoré	Dioila	Animateur	N/A
8	Souleymane Koné	Dioila	APE	N/A
9	Mar Fall	Kaladougou	Conseiller	USRDA
10	Boureïma Koné	Kaladougou	1 <sup>er</sup> adjoint maire	ADEMA
11	Monzon Marico	Dioila	Chef de village	N/A
12	Mamadou Dougoné	Massigui	AMVP	N/A
13	Assitan Doumbia	Kaladougou	Régisseur dépenses	N/A
14	Soumaila Haïdara	Massigui	APE	RPM
15	Awa Diarra	Kaladougou	Conseillère	RPM
16	Bintou Diallo	Kaladougou	Conseillère	RPM
17	Ramata Diakité	Kaladougou	Ass commerçante	N/A
18	Bangaly Diarra	Dioila	Régisseur	N/A
19	Mme Mariko Minata Sidibé	Dioila	Chargé Programme	N/A
20	Dramane Sidibé	Kaladougou	Conseiller	UDD
21	Ousmane Bah	Kaladougou	S Général	N/A
22	Ba Fotigui Coulibaly	Massigui	Maire	ADEMA
23	Adama Koné	Massigui	Conseiller	PIDS
24	Mamoutou Atré Coulibaly	Massigui	Chef de village	N/A
25	Bodié Marico	Kaladougou	Opérateur culturel	N/A
26	Ndji Mariko	Kaladougou	Maire	ADEMA

**Kolikoro Region – Kolikoro Session, August 19 to 23, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Ousmane FOMBA	Méguétan	Maire	ADEMA
2	Ali Samba DIALLO	Méguétan	2ém Adjoint Maire	PARENA
3	Saïbou KONE	Méguétan	Régisseur recettes	N/A
4	Mamadou. M. TRAORE	Méguétan	Secrétaire générale	N/A
5	Ball COULIBALY	Méguétan	Adjoint Maire	PARENA
6	Jaffar MAIGA	Méguétan	Coopérateur	N/A
7	Mamadou DIARRA	Méguétan	Régisseur dépenses	N/A
8	Mamadou B. DIARRA	Koulakoro	Maire	ADEMA
9	Lassine DIARRA	Koulakoro	Conseiller	ADEMA
10	Mme Mariko Dady DEMBELE	Koulakoro	Trésor	N/A
11	Djibril DIARRA	Koulakoro	Chef de quartier	N/A
12	Amadou L. SINGARE	Koulakoro	1 <sup>ER</sup> Adjoint Maire	PARENA
13	Seydou COULIBALY	Koulakoro	APE	N/A
14	Abdoulaye Segá DIABATE	Koulakoro	Journaliste	N/A
15	Mamadou Mamaye DIABATE	Koulakoro	Radio DIONAKAN	N/A
16	Ahmed Baba SINGARE	Koulakoro	SG. Conseil Cercle	N/A
17	Gaoussou Sidiki DIARRA	Koulakoro	ASDAP	N/A
18	Daouda TOGO	Koulakoro	SG. Mairie KKRo	N/A
19	Kadiatou TOURE	Koulakoro	CCIM	N/A
20	Mamadou TOURE	Koulakoro	Chauffeur	N/A
21	Mme TRAORE Niama BALLO	Koulakoro	CAFO	N/A
22	Mme SYLLA Oumou ZANGO	Koulakoro	Centre Féminin	N/A
23	Oumar DICKO	Koulakoro	Régisseur Recettes Conseil de cercle	N/A
24	Oumar FOFANA	Koulakoro	Régisseur dépenses	N/A
25	Souleymane SINGARE	Koulakoro	Régisseur recettes	N/A
26	Mme TRAORE Maï SINGARE	Koulakoro	CAGF	N/A
27	Mm Aminata KONATE	Koulakoro	CAFO	N/A
28	Fakara DOUMBIA	Koulakoro	Président Conseil Cercle	ADEMA
29	Issa KONE	Koulakoro	Préfet	N/A

**Sikasso Region – Bougouni Session, September 2 to 6, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
01	Daouda DOUMBIA	Zantiébougou	Conseiller communal	N/A
02	Fanhiry DOUMBIA	Bougouni	Président APE	N/A
03	Mody KOUYATE	Zantiébougou	Régisseur Dépenses	N/A
04	Idrissa S DOUMBIA	Zantiébougou	1° Adjoint au Maire	N/A
05	Bertan KONE	Zantiébougou	Conseiller communal	N/A
06	Gaoussou KONATE	Zantiébougou	Secrétaire Général	N/A
07	Amara KONE	Zantiébougou	Syndicat transporteurs	N/A
08	Seydou NIAMBELE	Bougouni	CCIM	N/A
09	Cheick Oumar TRAORE	Bougouni	Animateur radio	N/A
10	Moriba KEITA	Bougouni	APE Centrale	N/A
11	Kassoum KONE	Zantiébougou	Maire	N/A
12	Adama KONE	Zantiébougou	S/G APE	N/A
13	Me Diakité Bah DIALLO	Bougouni	Régisseur Dépenses	N/A
14	Adama COULIBALY	Bougouni	Reporter Radio Kafokan	N/A
15	Bakary OUATTARA	Zantiébougou	Conseiller communal	N/A
16	Safiatou KONE	Zantiébougou	Groupement Féminin	N/A
17	Hamidou Alhazi DICKO	Zantiébougou	Sous-Préfet	N/A
18	Me Makoura KONE	Bougouni	Conseillère Communale	N/A
19	Me Kayo Kani DIAKITE	Bougouni	Vice-Présidente CAFO	N/A
20	Me Aminata TRAORE	Bougouni	Conseillère Communale	N/A
21	Me Mariam COULIBALY	Bougouni	Association Sœurs Unies	N/A
22	Souleymane DIAKITE	Bougouni	Chef quartier Médine	N/A
23	Broulaye DIAWARA	Bougouni	Coordination Jeunesse	N/A
24	Siaka SANGARE	Bougouni	Conseiller Communal	N/A
25	Idrissa S DOUMBIA	Zantiébougou	1° Adjoint Maire	PDR
26	Bakary OUATTARA	Zantiébougou	Conseiller	Indépendant
27	Mamourou COULIBALY	Bougouni	1°Adjoint Maire	ADEMA
28	Me Aminata TRAORE	Bougouni	Conseillère	CDS
29	Siaka SANGARE	Bougouni	Conseiller	CDS
30	Kassoum KONE	Zantiébougou	Maire	CDS
31	Me Makoura KONE	Bougouni	Conseillère	BARA
32	Bertan KONE	Zantiébougou	Conseiller	CDS
33	Daouda DOUMBIA	Zantiébougou	Conseiller	ADEMA

**Sikasso Region – Kolondiéba Session, September 2 to 6, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1.	Soting Koné	Kolondiéba	2è vice président de cercle	N/A
2.	Batoma Koné	Kolondiéba	Trésorière	CNID
3.	Korotoum Koné	Kolondiéba	Conseillère	N/A
4.	Bintou Koné	Kébila	Asso. femmes	N/A
5.	Oumar D Koné	Kébila	Maire	CDS
6.	Issa Koné	Kolondiéba	APE centrale	N/A
7.	Koumba Traoré	Kolondiéba	APDF	N/A
8.	Soumaïla Koné	Kolondiéba	Ménusier	N/A
9.	Daouda Koné	Kolondiéba	Conseiller	CNID
10.	Kadidia Coulibaly	Kolondiéba	Association	N/A
11.	Mme Adam Diarra	Kébila	Secrétaire	N/A
12.	Awa Kondé	Kolondiéba	CAFO	N/A
13.	Moussa Doumbia	Kolondiéba	SEGAL	N/A
14.	Sirakoro Koné	Kébila	Conseiller	CDS
15.	Djimpha Diarra	Kébila	Sous Préfet	N/A
16.	Harouna Koné	Kébila	Faso jigi	N/A
17.	Zoumana Dagnoko	Kébila	Syndicat	PARENA
18.	Yaya Koné	Kébila	SEGAL	N/A
19.	Amadou Diabaté	Kolondiéba	Régisseur	N/A
20.	Dramana B Coulibaly	Kébila	Elu	ADEMA PASJ
21.	Dramane Z Diarra	Kolondiéba	Radio Benso	N/A
22.	Bakary Koné	Kolondiéba	Commerçant	N/A
23.	Broulaye Koné	Kolondiéba	Cultivateur	N/A
24.	Daouda Doumbia	Kolondiéba	AJPK	N/A
25.	Salifou Mariko	Kolondiéba	AJPK	N/A
26.	Adama Samaké	Kébila	Régisseur	N/A
27.	Oumar Kondé	Kolondiéba	1 <sup>er</sup> adjoint maire Kolondiéba	CDS

**Sikasso Region – Koutiala Session, September 2 to 6, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Moussa KAMISSOKO	Koutiala	APE	N/A
2	Bakary KEITA	Koutiala	Coordination GIE	N/A
3	Brigitte MOUNKORO	Koutiala	Observatoire Emploi	N/A
4	Djouramoussou SANOGO	Sincina	Groupement Femmes	N/A
5	Lassiné DEMBELE	Sincina	Jeunesse	N/A
6	Bazoumana DEMBELE	Sincina	Conseiller Villageois	ADEMA
7	Yaya DEMBELE	Sincina	Régisseur Dépenses	N/A
8	Lassina COULIBALY	Sincina	Conseiller Villageois	ADEMA
9	Moussa DEMBELE	Sincina	ASACO	N/A
10	Aboubacar N. DIALLO	Koutiala	Régisseur Recettes	N/A
11	Aminata BAGAYOKO	Koutiala	GIE Benkadi Market	N/A
12	Modibo COULIBALY	Koutiala	Secrétaire Général Mairie	N/A
13	Amadou KONE	Koutiala	Conseiller Communal	RPM
14	Mme DEMBELE Fatoumata SIDIBE	Koutiala	Conseiller Communal	UDD
15	Bakary M. DEMBELE	Sincina	Conseiller communal	ADEMA
16	Mamadou COULIBALY	Koutiala	Chef Quartier	N/A
17	Aminata KONE	Koutiala	Coordination Femmes	N/A
18	Abdoulaye DEMBELE	Sincina	Mairie	
19	Dramane DIAKITE	Sincina	Secrétaire Général Mairie	N/A
20	Baba DEMBELE	Sincina	3 <sup>e</sup> Adjt. Maire	ADEMA
21	Barakissa COULIBALY	Koutiala	Régisseur Dépenses Mairie	N/A
22	Amadou COULIBALY	Koutiala	4 <sup>e</sup> Adjt. Maire	UDD
23	Gaoussou DEMBELE	Sincina	Régisseur Recettes	N/A
24	Sidiki dit Youssouf DEMBELE		Radio JAMANA	N/A
25	Youssouf Mariko	Koutiala	Conseiller communal	UFDP
26	Bourahima CISSE	Sincina	CSM	N/A

**Sikasso Region – Sikasso Session, September 2 to 6, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Abdoulaye DIAKITE	Sikasso	Trésorier A.P.E	N/A
2	Oumar Benogo TRAORE	Sikasso	Secrétaire Relations extérieures SITRA	N/A
3	Yacouba TRAORE	Kaboïla	1 <sup>ER</sup> Adjoint au Maire	R.P.M
4	Bintou DIALLO	Kaboïla	Représentante des Femmes	N/A
5	Oumou DIALLO	Sikasso	Conseillère Communale	R.P.M
6	Djeneba DEMBELE	Sikasso	Conseillère Communale	R.P.M
7	Mme DIARRA Mariam	Sikasso	Régisseur Dépenses	N/A
8	Oumar Haïdara	Sikasso	Chambre de Commerce	N/A
9	Moustafa COULIBALY	Sikasso	Conseiller Communal	P.M.D.R
10	Tahitien TRAORE	Kaboïla	Chef de Village	N/A
11	Abou DAOU	Kaboïla	Imam	N/A
12	Moussa TRAORE	Kaboïla	Régisseur	N/A
13	Siaka SANOGO	Kaboïla	Jeunesse Sport	N/A
14	Aly OUATTARA	Kaboïla	Conseiller Communal	A.D.E.M.A
15	Seydou BERTHE	Kaboïla	Conseiller	A.D.E.M.A
16	Lassina DIAMOUTENE	Kaboïla	Conseiller	P.M.D.R
17	Siriki DIAWARA	Sikasso	Chef de quartier	N/A
18	Youssouf TRAORE	Kaboïla	Représentant (AJDK)	N/A
19	Amara DIAMOUTENE	Kaboïla	Président (APE)	N/A
20	Amadou MALLE	Kaboïla	Secrétaire général	N/A
21	Adama OUATTARA	Kaboïla	Président (ASACO)	N/A
22	Sidiki B. TRAORE	USAID	Assistant administratif	N/A
23	Yaya KEITA	Kaboïla	Maire	N/A
24	Mme KONATE Takary DIABATE	Sikasso	Adjoint au Maire	N/A
25	Ousmane Baba DIARRA	Sikasso	AMUPI	N/A
26	Abdoul Salam COULIBALY	Sikasso	1 <sup>ER</sup> Adjoint au Maire	R.P.M
27	Lassana SIAMA	Sikasso	Conseiller Communal	PARENA
28	Sinaly KONE	Sikasso	Régisseur Recettes	N/A
29	Calixte TRAORE	Sikasso	Secrétaire Général.	N/A

**Sikasso Region – Kadiolo Session, September 2 to 6, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Djibril Ouattara	Kadiolo	SC	N/A
2	Fatoumata Bamba	Kadiolo	Cassier ADMC	N/A
3	Adiaratou Berthé	Zégoua	Secrétaire	N/A
4	Vamara Koné	Kadiolo	Chef quartier	N/A
5	Adama Traoré	Kadiolo	Conseiller	BDIA-FJ
6	Luckman Sangaré	Zégoua	Conseiller	ADEMA
7	Drissa Guindo	Zégoua	Conseiller	ADEMA
8	Moussa Diabaté	Zégoua	Conseiller	ADEMA
9	Fatoma Ouattara	Zégoua	Conseiller	ADEMA
10	Fatoumata Keita	Kadiolo	Régisseur des recettes	N/A
11	Mady Keita	Zégoua	Conseiller	ECOM
12	Yaya Berthé	Kadiolo	SD Mairie	N/A
13	Mamadou Sanogo	Zégoua	ADAC (agent)	N/A
14	Dramane Koumaré	Kadiolo	Conseiller communal	ADEMA
15	Lassana Traoré	Kadiolo	Président	PMD
16	Elhadji Drissa Diabaté	Kadiolo	Maire	PRN
17	Souleymane Traoré	Kadiolo	Secrétaire	N/A
18	Lalikou Berthé	Kadiolo	Conseiller	N/A
19	Abdoulaye Traoré	Zégoua	Chambre de commerce	N/A
20	Siaka Sanogo	Zégoua	SG/Commune	N/A
21	Adama Sanogo	Zégoua	3eme Adjoint	N/A
22	Aminata Siby	Zégoua	ADZ	N/A
23	Abdulkader Maiga	Zégoua	ECOM	N/A
24	Boubacar Keita	Kadiolo	Régisseur	N/A
25	Dramane Ouattara	Zégoua	Conseiller	N/A
26	Nadiarata Sanogo	Zégoua	ACICA	N/A
27	Lassina Y. Koné	Kadiolo	APE Communal	N/A
28	Daouda Y. Koné	Zégoua	Secre. Ad. APEF	N/A
29	N'Kiroman André Sinayoko	Kadiolo	Conseiller	PARENA
30	Tiéman Diarra	Zégoua	Presse	N/A
31	Touré Alymatou Kanté	Kadiolo	Contrôleur trésor	N/A

**Segou Region – Segou Session, September 9 to 13, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
01	Soumaïla Thiero	Dioro	Président CG Radio	N/A
02	Mamady Coulibaly	Dioro	Rep chef village	N/A
03	Lamine Cissé	Dioro	APE	N/A
04	Noumoundjon Coulibaly	Dioro	3° Adjoint Maire	ADEMA
05	Soumaïla Camara	Ségou	G.FORCE	N/A
07	Aly Traoré	Dioro	Ass des Jeunes	N/A
08	Me Bintou Dougnon	Ségou	Régisseur Recettes	N/A
09	Adama Koné	Dioro	Sec. Général	N/A
10	Yacouba Djiré	Dioro	Conseiller Communal	ADEMA
11	Sékou Amadou Sampana	Dioro	2° Adjoint Maire	ADEMA
12	Mohamed Coulibaly	Ségou	Rep. Régis. dépenses	N/A
13	Seydou Dembelé	Ségou	Sec. Général	N/A
14	Massaoly Traoré	Ségou	Rep ONG	N/A
15	Ibrahim Diabaté	Ségou	Conseiller Communal	RPM
16	Amadou Coulibaly	Dioro	Conseiller communal	US.RDA
17	Beïdy Niangado	Dioro	Chambre d'agriculture	N/A
18	Mahamadou Traoré	Dioro	Régisseur dépenses	N/A
19	Bouréma Diarra	Dioro	1° Adjoint Maire	ADEMA

**Segou Region – Bla Session, September 9 to 13, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Mamadou Kolo	Touna	Secrétaire Général	N/A
2	N'Faly Kanouté	Touna	Régisseur	N/A
3	Sitan Sidibé	Touna	Association Féminine - Présidente	N/A
4	Alou Fombo	Bla	Jeunesse	N/A
5	Aïssata Guindo	Bla	Coordination des Femmes - Présidente	N/A
6	Mahaman Sidi Touré	Bla	O.N.G. ASDAP Coordinateur	N/A
7	Lassina Coulibaly	Bla	Chambre d'Agriculture	N/A
8	Sidiki Diarra	Bla	A.P.E - Président	N/A
9	Seydou Diarra	Touna	Adjoint au Maire	M.C.C.D.R
10	Bakari Tangara	Touna	Maire	M.C.C.D.R
11	Mamadou Barry	Bla	Association N'go Cultivateur	N/A
12	Bandiougou Tangara	Touna	Chef de village	N/A
13	Amadou Coulibaly	Touna	Commune - Conseiller	A.D.E.M.A
14	Moumine Tangara	Touna	A.P.E. - Président	N/A
15	Yacouba Tangara	Touna	2 <sup>e</sup> Adjoint au Maire	M.C.C.D.R
16	Cheick Oumar Tangara	Touna	Jeunesse - Président	N/A
17	Alou Diarra	Touna	Chambre d'Agriculture Président	N/A
18	Simion Diallo	Touna	Société civile - Pasteur	N/A
19	Ibréhima Sanogo	Touna	World Vision Superviseur	N/A
20	Etienne Bérété	Bla	World Vision Superviseur	N/A
21	Armand Traoré	Bla	Centre de Conseil Communal - Conseiller	N/A
22	Tièba Sissoko	Bla	Régisseur	N/A
23	Bakary Keïta	Bla	Correspondant de presse	N/A
24	Oumarou Théra	Bla	1 <sup>er</sup> Adjoint au Maire	M.C.C.D.R
25	Ousmane N Tangara	Bla	Maire	M.C.C.D.R
26	Gaoussou Koïta	Bla	Secrétaire Général	N/A
27	Amadou Tangara	Bla	Mairie - 2 <sup>e</sup> Adjoint	M.C.C.D.R
28	Drissa Diabaté	Bla	Conseiller chef de village	N/A
29	Yacouba Samoura	Bla	Préfet (1 <sup>er</sup> Adjoint)	N/A
30	K Zoumana Coulibaly	Bla	Perception	N/A

**Segou Region – Niono Session, September 9 to 13, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Makan Camara	Niono	Radio Rurale CESIRI – Animateur	N/A
2	Modibo Sogolo	Molodo	Régisseur	N/A
3	Basile Guindo	Niono	ONG ANILOU	N/A
4	Assitan Konate	Niono	Régisseur Dépenses	N/A
5	Sekou Salo Sow	Molodo	Régisseur Recettes	N/A
6	Babou Doumbia	Molodo	Conseiller	BDIA
7	Boureima Diallo	Molodo	Conseiller	ADEMA
8	Boubacar Keita	Molodo	R.C. Agriculture	N/A
9	Boubacar Dembele	Niono	Conseiller du village	N/A
10	Oumar Kone	Molodo	Chef du village	N/A
11	L. Thiam	Molodo	Ass. des femmes	N/A
12	Fanta Dialy	Molodo	Ass. des femmes	N/A
13	Modibo Traore	Molodo	3eme Adjoint au Maire	BDIA
14	Ziecoura Coulibaly	Molodo	2eme Adjoint au Maire	BDIA
15	Seydou Keita	Niono	Percepteur	N/A
16	Abdoulatif Barry	Niono	Conseiller	BDIA
17	Daouda Kondo	Molodo	APE	N/A
18	Gouro Sangho	Molodo	Opérateur RACON	N/A
19	Ibrahim Kone	Niono	S.G. APE	N/A
20	Mamadou Dia	Niono	A. T.	N/A
21	Fah G. Coulibaly	Niono	Maire	RPM
22	Adama Soumake	Niono	Régisseur Recettes	N/A
23	Ibrahima Macalou	Niono	S. Général	N/A
24	Mamadou Togo	Molodo	INAGEF Molodo	N/A
25	Moussa Coulibaly	Niono	CCC	N/A
26	Coulibaly Koulos	Niono	Coordinatrice Fem.	N/A

**Segou Region – San Session, September 9 to 13, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Yacouba Kamaté	Somo	Secrétaire association	N/A
2	Yaya Cissé	San	Régisseur	N/A
3	Baba Théra	Somo	Jeunesse	N/A
4	Ali Traoré	Somo	ADVS	N/A
5	Wari Jean marie Théra	Somo	Président APE	N/A
6	Mamou Traoré	Somo	Association des femmes	N/A
7	Diabaté Tita Bouaré	San	Coordination. Fem	N/A
8	Bossobé Traoré	Somo	Conseiller	Unwilling to declare.
9	Mohamed Camara	San	Chambre d'Agriculture	N/A
10	Yaya Kamaté	Somo	Adjoint maire	Unwilling to declare.
11	Amamatou Diallo	San	Animatrice FDS	N/A
12	Mahamadou Kanté	San	Jeunesse	N/A
13	Abdoulaye Traoré	San	Régisseur	N/A
14	Kolibé Keïta	San	Conseiller	Unwilling to declare.
15	Kalifa Traoré	Somo	Conseiller	Unwilling to declare.
16	Siaka Traoré	Somo	ADVS	N/A
17	Yaya Traoré	Somo	UAPPAD	N/A
18	Issa Traoré	Somo	Chef de village	N/A
19	Kadiatou Traoré	Somo	Asso. Fem.	N/A
20	Gniansan Traoré	Somo	Maire	Unwilling to declare.
21	Oumou Kané	Somo	Secrétaire général	N/A
22	Abba Mahamane Touré	San	Radio Santoro	N/A
23	Mamady Sokona	San	Conseiller	Unwilling to declare.
24	Assétou Konaté	San	Conseillère	Unwilling to declare.
25	Oumar Coulibaly	Somo	Régisseur recettes	N/A
26	Amadou Lamine Mare	San	Adjoint maire	Unwilling to declare.
27	Ousmane Traoré	San	Chef quartier	N/A
28	Mama Baman	San	Association des jeunes	N/A
29	Binké Djiré	San	APE	N/A

Note: The elected officials in San were unwilling to state their political parties at the time of the training session. We were told there is some controversy currently in San regarding elected officials switching parties. It is known that originally some officials were elected running on the ADEMA and RPM parties.

**Segou Region – Tominian Session, September 9 to 13, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Képérou Jonas Kamate	Tominian	Correspondant Radio Parana	N/A
2	Niassian Diassana	Tominian	Président Chambre d'Agriculture	N/A
3	Mougnou Diassana	Tominian	Chef village	N/A
4	Sonou Sanou	Tominian	2è Adjoint	RPM
5	Florence Koné	Bénéna	Représentant	UDD
6	Awa Péhou Dembélé	Tominian	Bureau de Coordination	BDIA
7	Wéré Pierre Koné	Bénéna	Secrétaire Général	N/A
8	Ibaron Dembélé	Tominian	3è adjoint	PARISA
9	Kalifa Maxime Koné	Bénéna	3è Adjoint	PARISA
10	Bouaze Diarra	Bénéna	Régisseur	N/A
11	Zoumbaro Traoré	Tominian	1 <sup>er</sup> Adjoint	UDD
12	Jean Douba dit Jean Tiénou	Bénéna	Membre du comité Protestant	N/A
13	Jean Héré Koné	Bénéna	2è Adjoint	PARISA
14	Drissa Diassana	Tominian	Jeunesse	PARENA
15	Cheriff Cissé	Bénéna	Président jeunesse	N/A
16	Philippe Koné	Bénéna	Conseiller	UDD
17	Damy Charles Koné	Bénéna	Représentant Comité Catholique	N/A
18	Yaya Koné	Bénéna	Conseiller	UDD
19	Sory Diassana	Tominian	Conseiller	UDD
20	Bado Coulibaly	Tominian	Régisseur	N/A
21	Félix Konaté	Tominian	Superviseur alphabétisation /Education	N/A
22	Moulaye Dembélé	Tominian	Chef service	N/A
23	Tanité Théra	Tominian	Maire	PARENA
24	Ezékias Dembélé	Tominian	Secrétaire Général	N/A
25	Domi Sylvain Koné	Bénéna	Maire	UDD
26	Zoumana Konaté	Tominian	Agent	N/A

**Mopti Region – Djenné Session, September 23 to 27, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Bah. Soumounou	Djenné	Radio Jamana	N/A
2	Hamadou L. Cisse	Djenné	Radio Jamana	N/A
3	Amadou I. Diallo	Djenné	APE	N/A
4	Bamoya S. Traore	Djenné	Maire Djenné	ADEMA
5	Bougaday Kayentou	Pondori	Conseilleur	ADEMA
6	Kombay Konfhou	Pondori	2eme Adjoint	ADEMA
7	Bacary Tenentao	Pondori	Jeune	N/A
8	Mamadou Tombo	Pondori	Maire	ADEMA
9	Adama Sanogo	Pondori	Chef village	N/A
10	Sekoy Traore	Djenné	Chambre de C.	N/A
11	Sirafily Nientao	Djenné	Syndicat Transport	N/A
12	Ibrahima Diallo	Djenné	Préfet Adjoint	N/A
13	Badia Dembele	Djenné	Chef village	N/A
14	Hasseye Baba Maiga	Djenné	Conseiller	ADEMA
15	Lala Maiga	Djenné	Conseiller	ADEMA
16	Worokiya Kanta	Djenné	Conseiller	USRDA
17	Boucary Diakite	Pondori	Président APE	N/A
18	Ousmane Kontao	Djenné	Conseiller	ADEMA
19	Moussa O. Cisse	Djenné	Conseiller	ADEMA
20	Amadou Cisse	Djenné	Jeunesse	N/A
21	Mamadou Konate	Djenné	Sous Préfet	N/A
22	Kadia Kenkoumana	Pondori	Ass. Féminin	N/A

**Mopti Region – Mopti Session, September 23 to 27, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Almoustapha Diarra	Sio	Conseiller	ADEMA
2	Moussa Coulibaly	Sio	Conseiller	ADEMA
3	Nata Kamian	Sio	Not indicated	N/A
4	Kassoum Kamian	Sio	APE – Président	N/A
5	Hamidou Diallo	Sio	Opération Pêche – Chef de Base	N/A
6	Ousmane Traore	Sio	ADPA	N/A
7	Fodi Coulibaly	Mopti	Animateur radio Koumani	N/A
8	Mamadou S. Kone	Sio	SEGAL	N/A
9	Tassire Sawadogo	Sio	SEGAL	N/A
10	Sekou Samassakou	Mopti	Gérant	N/A
11	Boureima Komnotougo	Sio	Formateur ONG	N/A
12	Abaramane Haidara	Mopti	ADC	N/A
13	Massama Coulibaly	Mopti	Animateur	N/A
14	Moussa A Ouowguem	Mopti	Rep. Administration	N/A
15	Mama Kamian	Sio	Coordination	N/A
16	Hamadou dit Kola Kampo	Mopti	Conseiller	ADEMA
17	Moussa Samake	Mopti	Contrôleur	N/A
18	Moussa Allaye Cisse	Mopti	Conseiller	ADEMA
19	Bakayoko Aissata Siga Traore	Mopti	Régisseur	N/A
20	Beidi Magassa	Mopti	Conseiller	ADEMA
21	Ousmane Samassekou	Mopti	Régisseur	N/A
22	Issiaka Ouedraogo	Mopti	Régisseur	N/A
23	Mohamed Sangare	Mopti	Secrétaire Général	N/A
24	Moussa Niang	Mopti	Rep. Transporteurs	N/A
25	Fatoumata Bah	Mopti	Secrétaire CAFO	N/A
26	Bekaye Djenepeo	Mopti	2eme Adjoint au Maire	MC-CDR
27	Boubacar Guitteye	Mopti	Conseiller	ADEMA

**Mopti Region – Bankass Session, September 23 to 27, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Roug. Sanata	Bankass	Sous-préfet	N/A
2	Ousmane Traore	Bankass	Conseiller	ADEMA
3	Bourama Diallo	Kanibonzon	Régisseur	N/A
4	Salif Guindo	Kanibonzon	Conseiller	RPM
5	Kondio Guiguere	Kanibonzon	Conseiller	ADEMA
6	Thomas Tesseaugue	Kanibonzon	Pasteur	N/A
7	Bakary Diawara	Kanibonzon	Sous-préfet	N/A
8	Alpha Togo	Kanibonzon	Chef de Village	N/A
9	Ousmane Togo	Kanibonzon	Secrétaire Général	N/A
10	Kamogalou Traore	Bankass	Percepteur	N/A
11	Boureima Guindo	Bankass	Conseiller	ADEMA
12	Allaye Guindo	Bankass	Conseiller	PDP
13	Hamidou Sokanda	Bankass	CCC	N/A
14	Hamidou Guindo	Bankass	3eme Adjoint	PUDP
15	Mamadou Maiga	Kanibonzon	Ass. des Jeunes	N/A
16	ElHadji Boubacar Yoni	Bankass	APE	N/A
17	Haoua Guindo	Bankass	Rep. Femmes	N/A
18	Ere Paul Sodio	Bankass	Maire	ADEMA
19	Saidou Guindo	Bankass	Chef de Village	N/A
20	Yacouba Kassogue	Bankass	Conseiller	PDP
21	Seydou Guindo	Kanibonzon	Maire	ADEMA
22	Adama Dele Togo	Bankass	Radio Animateur	N/A
23	Aldjouma Togo	Kanibonzon	Président ASACO	N/A
24	Boureima Guindo	Kanibonzon	Commerçant	N/A
25	Gidian Guemako	Bankass	ASACO	N/A
26	Harouna Togo	Kanibonzon	APE	N/A
27	Allaye Guindo	Bankass	Jeunesse	N/A
28	Mamadou Guindo	Bankass	Sandiba	N/A
29	Boureima Togo	Kanibonzon	1 <sup>er</sup> Adjoint	ADEMA
30	Seydou Giundo	Bankass	Régisseur	N/A

**Mopti Region – Bandiagara Session, September 30 to October 4, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Hibibou Moctar Tall	Bandiagara	Président - ASACO	N/A
2	Balla M Keïta	Bandiagara	Adjoint Percepteur	N/A
3	Ivette Dakouo	Bandiagara	Secret. Compt	N/A
4	Aly Soumaila Guindo	Bandiagara	Billetteire	N/A
5	Mamadou Sissoko	Bandiagara	Président - APE	N/A
6	Souleymane Tembely	Doucouumbo	Secrétaire Général	N/A
7	Nouhoum Maïga	Bandiagara	Secrétaire Général	N/A
8	Douldé Traoré	Bandiagara	Conseiller	N/A
9	Korka Lougué	Bandiagara	Resp. Suivi	N/A
10	Hassim Guindo	Doucouumbo	3è Adjoint	N/A
11	Malik Guindo	Doucouumbo	Conseiller village	N/A
12	Belco Sagara	Doucouumbo	Conseiller village	N/A
13	Hamadoun Kassogué	Doucouumbo	Conseiller com.	BDIA
14	Adama Guindo	Doucouumbo	Conseiller du village	N/A
15	Tidinai Karembé	Doucouumbo	2è adjoint	ADEMA
16	Amadou Karembé	Doucouumbo	Société Civile	N/A
17	Domo Ouoleguem	Bandiagara	Commerçant	N/A
18	Ere Tembely	Doucouumbo	Educateur	N/A
19	Sani Tembely	Bandiagara	Membre - ADB	N/A
20	Daïfourou Djiguiba	Doucouumbo	Conseiller com.	ADEMA
21	Soumaïla Yanogué	Doucouumbo	Président	N/A
22	Laya Karembé	Doucouumbo	Conseiller com.	ADEMA
23	Singadou Ouologuem	Bandiagara	Conseiller	Indépendant
24	Boureima Guindo	Bandiagara	Régisseur	N/A
25	Esao Sagara	Bandiagara	Animateur	Indépendant
26	Sidi Guindo	Bandiagara	IVPCC	ADEMA
27	Hawa Ongoiba	Bandiagara	Gestionnaire	N/A
28	Abdoulaye Kassogué	Bandiagara	Secrétaire au developp.	N/A
29	Malick Guindo	Doucouumbo	Conseiller	BDIA FJ
30	Elie Arama	Bandiagara	Régisseur	N/A

**Bamako District – Communes 1 and 3, September 30 to October 4, 2002**

N°	Name	Commune	Title	Elected Officials' Political Affiliation
1	Karida Coulibaly	Commune 3	ONG Aphalog	N/A
2	Mme Diallo Mariam Traoré	Commune 3	Coordination Femme	N/A
3	Ousmane Camara	Commune 3	Coordination des jeunes	N/A
4	Djiré Mariame Diallo	Commune 3	Elu	ADEMA
5	Dembélé Ali	Commune 1	Régisseur d'avances	N/A
6	Oumou Mariko	Commune 1	Régisseur recettes	N/A
7	Lassine Diabaté	Commune 1	Commission finance	ADEMA
8	Koman Traoré	Commune 3	Régisseur de recettes	N/A
9	Mme Sy Hawa Traoré	Commune 3	Secrétaire générale	N/A
10	Abdéramane Touré	N/A	RTI/AMM	N/A
11	Madiba Daou	Commune 3	Régisseur Dépenses	N/A
12	Ibrahima Siré Fadiga	Commune 3	Chef de quartier Oulofobougou	N/A
13	El Hadji Sekou Soumano	Commune 3	FENAPEM	N/A
14	Sékou Boucounta Koné	Commune 3	Chambre de métiers	N/A
15	Soumaila Sy	Commune 3	Conseiller municipal	CDS
16	Mme Keïta Fatimata Sidibé	Commune 3	Contrôleur Perception	N/A
17	Abdoulaye Aimé Diarra	Commune 3	Conseiller municipal	CND
18	Gaoussou Sangaré	N/A	Chargé communication	N/A
19	Djiré Thérèse Samaké	N/A	DNCT MATCL	N/A
20	Mme Sissoko Kany Togo	Commune 1	ASAB	N/A
21	Seydou Guindo	Commune 1	APE	N/A



*Photo from Bamako training session, September 30, 2002.*

## **Attachment B**

**Copies of Some Articles Appearing in  
the Press**

# L'ESSOR

## Quotidien National d'Information

41<sup>e</sup> année • n° 14735 • VENDREDI 21 JUIN 2002 - 200 Fcfa

Côte d'Ivoire : 250 Fcfa

### FORMATION DES ÉLUS COMMUNAUX ET DES LEADERS DE LA SOCIÉTÉ CIVILE À LA GESTION FINANCIÈRE ET LA TRANSPARENCE COMMUNIQUE DE PRESSE

Dans le cadre de ses activités de soutien au processus de décentralisation engagé par le Gouvernement du Mali, USAID-Bamako a engagé le Research Triangle Institute (RTI) pour mener à bien un programme de formation des élus communaux et des représentants de la société civile à la gestion financière et à la transparence. Ce programme ambitionne de former, en collaboration avec le Ministère de l'Administration Territoriale et des Collectivités locales (MATCL), un minimum de 500 personnes et sera conduit dans vingt cercles dans des régions de Koulikoro, Sikasso, Ségou et Mopti, ainsi que dans le district de Bamako.

Cette formation vient ainsi, d'une part, renforcer celles qui ont déjà été données, et, d'autre part compléter celles qui sont en cours. Le programme de formation proposé par RTI, et mis en œuvre en collaboration avec l'Institut Africain de Gestion et de Formation (INAGEF) a pour objectif, outre l'acquisition des connaissances de base des systèmes et procédures de la gestion financière locale, de provoquer un changement dans l'attitude des participants en ce qui concerne la gouvernance participative locale et d'insuffler des processus locaux de gestion et de planification participative dans les communes bénéficiaires de la formation. Afin d'atteindre ces objectifs, RTI a adopté un programme de formation hautement participatif qui a pour but d'aboutir à l'élaboration par les communes représentées d'une ébauche de plan d'action à mettre en œuvre suite à la formation.

A travers le programme, les participants prennent connaissance des réformes engagées par le MATCL dans les domaines de la gestion financière municipale, y inclus : le processus d'adoption du budget ; les rôles et responsabilités des différents acteurs ; les procédures d'octroi des marchés ; ainsi que les ressources mises à la disposition des communes. Le programme de formation vise également à doter les participants des outils, techniques et méthodiques, susceptibles d'aider à la mise en œuvre des réformes avec plus d'efficacité.

Le premier atelier de formation se tient à Bamako du 17 au 21 juin à laquelle participent les représentants des communes 4 et 6 du District de Bamako.

PREMIER QUOTIDIEN  
INDEPENDANT DU MALI N°1984

AUDI 20 AGO 18 2000

**250**  
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# Formation des Elus Communaux et des Leaders de la Société Civile à la Gestion Financière et à la Transparence

THE SOUTHERN BANGKOK

*"Nous n'avions jamais reçu une telle formation jusqu'ici !", déclare Djibril Diarra de Koulikoro, parlant du récent séminaire d'une semaine tenu dans la ville de Koulikoro du 19 au 23 août dernier à l'intention des élus communaux et des leaders de la société civile dans les communes urbaine de Koulikoro et rurale du Méguétan. "Les participants de la société civile ont maintenant une meilleure compréhension du fonctionnement du conseil communal - ainsi que des responsabilités des élus locaux - et il a été rappelé aux élus communaux le besoin essentiel de transparence et de dialogue avec la société civile". Le séminaire, initié par le Ministère de l'Administration Territoriale et des Collectivités Locales (MATCL) et en collaboration avec les ONG Research Triangle Institute (RTI International) et l'Institut Africain de Gestion et de Formation (INAGEF), fait partie d'un programme de l'Agence de Développement International des Etats-Unis (USAID) visant à*

appuyer les efforts du Gouvernement malien pour la réussite de sa politique de décentralisation.

Le séminaire de Koulikoro fait partie d'une série de 20 séminaires destinés à 40 communes dans le District de Bamako et les régions de Koulikoro, Sikasso, Ségou et Mopti, qui prendront fin en octobre prochain. La formation est dispensée en utilisant les meilleures pratiques en matière de méthodologie de formation des adultes, y compris des études de cas, des jeux de rôles, des bandes dessinées et de courts exposés sur des questions techniques. La participation de deux communes à chaque session de formation, favorise aussi les échanges d'expériences entre les communes, de même que les participants apprennent les uns des autres comment résoudre divers problèmes. En faisant participer des élus communaux et des responsables de l'administration comme le Receveur et le Secrétaire Général, ainsi que des leaders de

la société civile venant des milieux d'entrepreneurs, des associations des média et des ONG, les sessions de formation créent un environnement favorable au dialogue et à une meilleure compréhension des besoins des uns et des autres.

*"Pour que le conseil communal travaille efficacement, les élus communaux et les leaders de la société civile doivent travailler ensemble - nous espérons que le présent atelier permettra d'accélérer ce processus"*, a déclaré le représentant de RTI, Daniel Gerber. Pour M. Gerber, ce qui suscite le plus d'espoir est le fait que le dernier exercice principal de l'atelier portait sur la concertation communale - et l'élaboration d'un plan d'action spécifique visant à disséminer les leçons apprises au cours de la formation à travers toute la communauté. Ce plan d'action pourrait servir d'outil pour aider chaque commune à mobiliser sa population et à faire face aux besoins prioritaires de façon plus rationnelle et efficace.

Par Sahib BANGALI

**Directeur de la Publication:** Christiane MACKÉ

Simplifying *WolframAlpha*

#### **REFERENCES AND NOTES**

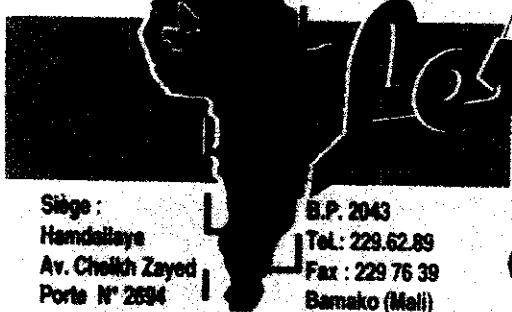
# Nouvel Horizon

Dixième Année - Publié tous les jours du Lundi au Vendredi - BP 341 - Monaco

Donc vraiment Fati, tu peux te plaindre comme tu veux, mais si NOUS ne payons pas nos impôts et taxes - le Conseil municipal n'a pas les moyens et NE PEUT PAS financer pour respecter leurs promesses - même s'ils sont honnêtes



"Je ne suis pas d'accord avec ce que vous dites, mais je me battrais jusqu'au bout pour que vous puissiez le dire." (Molière)



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Hamdallaye  
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Porte N° 2694  
B.P. 2043  
Tel: 229.62.89  
Fax : 229 76 39  
Bamako (Mali)

**ECHO**S  
édition quotidienne de Jamana  
N° 1971 du lundi 2 septembre 2002 - Mali : 200 F CFA

## Actualité

PROGRAMME DE FORMATION DES ELUS COMMUNAUX ET DES LEADERS DE LA SOCIETE CIVILE

# Pour une gestion transparente et normale des finances

**D**es responsables élus et des leaders de la société civile dans dix communes de la région de Sikasso bénéficieront d'une formation financée par l'Agence américaine pour le Développement International (Usaid), et qui sera dispensée à Bougouni, Kolondiéba, Koutiala, Kadiolo et Sikasso ville pendant la semaine du 2 au 6 septembre 2002. En plus des cinq communes ci-dessus citées devant abriter la formation, les communes de Zantiébougou, Kébila, Sincina, Kaboila et Zégoua y prendront part. La formation est organisée par le Ministère de l'Administration Territoriale et des Collectivités Locales

(MATCL) et les ONG Research Triangle Institute (RTI) et Institut Africain de Gestion et de Formation (INAGEF).

Ce programme de formation vise à exposer les élus communaux et les leaders de la société civile aux pratiques appropriées de gestion financière et de transparence. Il met aussi l'accent sur la nécessité pour les responsables élus de rendre compte aux citoyens. Le programme, qui a déjà été testé dans sa phase pilote à Bamako et à Koulikoro, permet aux élus communaux aux fonctionnaires de l'Etat et aux leaders de la société civile d'avoir une meilleure compréhension de leurs besoins et responsabilités respectifs. Les thèmes à

couvrir sont les suivants : Introduction à la Gestion Financière Communale ; La Transparence ; La Planification Stratégique ; Le Budget de la Commune ; Le Processus Budgétaire ; Les Techniques de Mobilisation des Ressources et le Suivi et l'Exécution du Budget. Il est également prévu de mettre du temps à profit pour une concertation entre les représentants de chaque commune en vue d'élaborer des plans d'actions pour leurs communes respectives. Enfin, à l'issue de cette formation, les participants seront mandatés pour disséminer à travers leurs communes les leçons apprises au cours de cette semaine de formation.

Dans la région de Sikasso,

le nombre total de participants est estimé à 15 pour chaque commune. Ce regroupement de participants venant de différentes communes et participants de l'administration locale et de la société civile favorisera des débats animés et des échanges d'expériences entre participants de différents horizons et perspectives. Pour que le processus de décentralisation Mali porte fruits, il faut que les responsables locaux et les leaders de la société aient les outils et connaissances adéquats pour que le système fonctionne bien. Cette formation à Sikasso est une étape importante dans l'appui à processus de décentralisation.

La rédaction

## **Attachment C**

### **Pre and Post Test Questionnaire**

## ATTACHMENT C. Pre and Post-test Questionnaires

### Questionnaire de Pré-test

Site \_\_\_\_\_

Date \_\_\_\_\_

#	Questions	Vrai	Faux
1	Les Collectivités Territoriales jouissent de la personnalité morale et de l'autonomie financière.		
2	La gestion financière de la commune concerne uniquement les élus locaux : les populations ; la société civile et l'Etat n'ont aucun droit de regard.		
3	La transparence de la gestion municipale est une obligation légale.		
4	La loi autorise le Maire d'interdire au public d'assister aux séances du Conseil communal lorsque celui délibère sur la gestion financière de la commune		
5	Les citoyens n'ont aucun recours lorsque le Conseil communal ne respecte pas les règles de la transparence.		
6	La loi impose à chaque collectivité d'avoir un budget qui est un acte de prévision et d'autorisation de toutes les recettes et de toutes les dépenses pendant une année donnée.		
7	Pour assurer le succès de la planification stratégique, il est préférable de ne pas trop impliquer ni informer la population et les leaders de la société civile.		
8	Le Maire est l'ordonnateur du budget de la commune.		
9	Les mesures coercitives et de force doivent dans tous les cas précéder les autres techniques ou approches dans le recouvrement des impôts et taxes.		
10	Le Maire n'a aucune obligation légale de faire participer la population dans l'élaboration du budget.		
11	Le budget comprend deux sections : 1) fonctionnement et 2) investissement.		
12	La responsabilité de préparer le budget incombe au Maire qui se fait assister des services financiers de la Mairie ainsi que d'une Commission des finances s'il le désire.		
13	L'autorité de tutelle dispose de 30 jours suivant le dépôt du budget pour l'examiner. Passé ce délai, et en l'absence de réaction officielle, le budget devient exécutoire.		
14	Le Maire seul, pour faciliter les procédures et gagner du temps, peut passer les marchés de gré à gré avec les opérateurs quel que soit le montant.		
15	Le Conseil communal légalement peut adopter un budget dans lequel les dépenses sont supérieures aux recettes.		
16	Même si toutes les conditions de procédures et principes budgétaires sont correctes, l'autorité de tutelle a droit de refus d'approbation du budget s'il pense que les priorités de la commune ne sont pas bonnes.		
17	La transparence complique davantage les tâches du Maire car ça donne l'opportunité aux personnes mal intentionnées de le provoquer.		
18	Les procédures de passation des marchés ne s'appliquent pas dans le cas de financement par don ou legs.		
19	Le budget de la commune doit être présenter et adopter avant le 31 mars.		
20	L'inventaire des biens de la commune n'est obligatoire qu'à la fin du mandat du Maire et l'inventaire est soumis exclusivement au secrétaire général.		

## Questionnaire de Post-test

Site \_\_\_\_\_

Date \_\_\_\_\_

#	Questions	Vrai	Faux
<b>1</b>	Les Collectivités Territoriales jouissent de la personnalité morale et de l'autonomie financière.		
<b>2</b>	La gestion financière de la commune concerne uniquement les élus locaux : les populations ; la société civile et l'Etat n'ont aucun droit de regard.		
<b>3</b>	La transparence de la gestion municipale est une obligation légale.		
<b>4</b>	La loi autorise le Maire d'interdire au public d'assister aux séances du Conseil communal lorsque celui délibère sur la gestion financière de la commune		
<b>5</b>	Les citoyens n'ont aucun recours lorsque le Conseil communal ne respecte pas les règles de la transparence.		
<b>6</b>	La loi impose à chaque collectivité d'avoir un budget qui est un acte de prévision et d'autorisation de toutes les recettes et de toutes les dépenses pendant une année donnée.		
<b>7</b>	Pour assurer le succès de la planification stratégique, il est préférable de ne pas trop impliquer ni informer la population et les leaders de la société civile.		
<b>8</b>	Le Maire est l'ordonnateur du budget de la commune.		
<b>9</b>	Les mesures coercitives et de force doivent dans tous les cas précéder les autres techniques ou approches dans le recouvrement des impôts et taxes.		
<b>10</b>	Le Maire n'a aucune obligation légale de faire participer la population dans l'élaboration du budget.		
<b>11</b>	Le budget comprend deux sections : 1) fonctionnement et 2) investissement.		
<b>12</b>	La responsabilité de préparer le budget incombe au Maire qui se fait assister des services financiers de la Mairie ainsi que d'une Commission des finances s'il le désire.		
<b>13</b>	L'autorité de tutelle dispose de 30 jours suivant le dépôt du budget pour l'examiner. Passé ce délai, et en l'absence de réaction officielle, le budget devient exécutoire.		
<b>14</b>	Le Maire seul, pour faciliter les procédures et gagner du temps, peut passer les marchés de gré à gré avec les opérateurs quel que soit le montant.		
<b>15</b>	Le Conseil communal légalement peut adopter un budget dans lequel les dépenses sont supérieures aux recettes.		
<b>16</b>	Même si toutes les conditions de procédures et principes budgétaires sont correctes, l'autorité de tutelle a droit de refus d'approbation du budget s'il pense que les priorités de la commune ne sont pas bonnes.		
<b>17</b>	La transparence complique davantage les tâches du Maire car ça donne l'opportunité aux personnes mal intentionnées de le provoquer.		
<b>18</b>	Les procédures de passation des marchés ne s'appliquent pas dans le cas de financement par don ou legs.		
<b>19</b>	Le budget de la commune doit être présenter et adopter avant le 31 mars.		
<b>20</b>	L'inventaire des biens de la commune n'est obligatoire qu'à la fin du mandat du Maire et l'inventaire est soumis exclusivement au secrétaire général.		

## **Attachment D**

### **Results of Pre and Post Test Questionnaire by Training Site**

## ATTACHMENT D. Questionnaire results – Pretest<sup>c</sup>

#	True and False Question	Bamako I	Kati	koulikani	Dioïla	Koulïkoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenne	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
1	Communes are legally entities that have financial autonomy. (T)	--	--	--	--	--	22/ 23	24/ 26	25/ 26	26/ 26	29/ 31	20/ 20	29/ 30	24/ 25	23/ 27	23/ 24	18/ 21	26/ 28	25/ 27	28/ 30	15/ 16	356 / 380	<b>93.7</b>
2	Communal financial management concerns only locally elected officials: the public, civil society and the State have no oversight right. (F)	--	--	--	--	--	18/ 23	25/ 26	21/ 26	23/ 26	25/ 31	18/ 20	27/ 30	22/ 25	22/ 27	20/ 24	15/ 21	25/ 28	7/ 27	8/ 30	15/ 16	304 / 380	<b>80.0</b>
3	Transparency in municipal management is required by law. (T)	--	--	--	--	--	22/ 23	25/ 26	25/ 26	25/ 26	28/ 31	20/ 20	29/ 30	23/ 25	23/ 27	22/ 24	16/ 21	28/ 28	14/ 27	27/ 30	15/ 16	355 / 380	<b>93.4</b>
4	The law authorizes the mayor to prohibit access of citizens to Council Meetings that debate issues involving communal financial management. (F)	--	--	--	--	--	19/ 23	22/ 26	24/ 26	21/ 26	27/ 31	20/ 20	26/ 30	21/ 25	13/ 27	14/ 24	11/ 21	24/ 28	12/ 27	23/ 30	13/ 16	296 / 380	<b>77.9</b>
5	Citizens have to legal recourse when the Counsel does not abide by transparency regulations. (F)	--	--	--	--	--	14/ 23	24/ 26	24/ 26	19/ 26	24/ 31	18/ 20	23/ 30	17/ 25	19/ 27	16/ 24	13/ 21	25/ 28	6/ 27	21/ 30	13/ 16	293 / 380	<b>77.1</b>
6	The law obliges each commune to have a budget. This budget that is an instrument that details all authorized expenditures and receipts. (T)	--	--	--	--	--	22/ 23	26/ 26	24/ 26	24/ 26	29/ 31	19/ 20	29/ 30	24/ 25	23/ 27	24/ 24	19/ 21	27/ 28	8/ 27	20/ 30	15/ 16	351 / 380	<b>92.4</b>

#	True and False Question	Bamako I	Kati	koulikani	Dioïla	Koulïkoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
7	To help ensure success in strategic planning, it is preferable to not too intensely involve civil society leaders or the general population. (F)	-	-	-	-	-	22/ 23	25/ 26	25/ 26	21/ 26	4/ 31	19/ 20	23/ 30	22/ 25	19/ 27	17/ 24	14/ 21	24/ 28	26/ 27	24/ 30	13/ 16	298 / 380	<b>78.4</b>
8	The mayor is the person responsible for the communal budget. (T)	--	--	--	--	--	22/ 23	22/ 26	24/ 26	21/ 26	24/ 31	19/ 20	29/ 30	24/ 25	22/ 27	20/ 24	18/ 21	24/ 28	26/ 27	24/ 30	16/ 16	335 / 380	<b>88.2</b>
<b>9<sup>1</sup></b>	Coercive means should be the first recourse in collection of taxes and fees. (F)	13/ 27	15/ 29	17/ 27	14/ 23	8/ 19	15/ 23	15/ 26	12/ 26	11/ 26	16/ 31	16/ 20	12/ 30	9/ 25	7/ 27	5/ 24	9/ 21	19/ 28	13/ 27	13/ 30	9/ 16	248 / 505	<b>49.1</b>
<b>10</b>	A mayor has no legal responsibility to include the public in the preparation of the budget. (F)	16/ 27	20/ 29	17/ 27	13/ 23	13/ 19	13/ 23	19/ 26	16/ 26	17/ 26	10/ 31	16/ 20	19/ 30	18/ 25	13/ 27	16/ 24	11/ 21	22/ 28	20/ 27	23/ 30	5/ 16	317 / 505	<b>62.8</b>
11	A budget has two major components: 1) operations and 2) investments. (T)	--	--	--	--	--	23/ 23	25/ 26	22/ 26	23/ 26	28/ 31	18/ 20	26/ 30	23/ 25	22/ 27	22/ 24	18/ 21	26/ 28	26/ 27	24/ 30	16/ 16	342 / 380	<b>90.0</b>
12	The responsibility for preparing a budget is that of the Mayor who is assisted by the commune's financial services and a commission on finances if he/she so chooses. (T)	--	--	--	--	--	21/ 23	20/ 26	21/ 26	25/ 26	28/ 31	16/ 20	27/ 30	24/ 25	19/ 27	21/ 24	19/ 21	24/ 28	24/ 27	24/ 30	14/ 16	327 / 380	<b>86.1</b>
13	The government oversight authority has 30 days from receipt of the communal budget for examination. Past this period, and in absence of any official comment, the budget becomes effective. (T)	--	--	--	--	--	21/ 23	23/ 26	22/ 26	22/ 26	26/ 31	17/ 20	25/ 30	23/ 25	21/ 27	21/ 24	14/ 21	25/ 28	26/ 27	25/ 30	15/ 16	326 / 380	<b>85.8</b>

<sup>1</sup> Questions in bold (i.e., 9, 10, 14, 17 and 19) were used at all sites. Other questions were not used at the initial training in Bamako or in Koulikoro.

#	True and False Question	Bamako I	Kati	koulikani	Dioïla	Koulïkoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
14	Only the mayor has the right to directly select commercial contractors, no matter the payment amount, in order to speed up procurement and avoid delays. (F)	21/ 27	26/ 29	19/ 27	20/ 23	13/ 19	18/ 23	19/ 26	23/ 26	22/ 26	26/ 31	19/ 20	26/ 30	22/ 25	16/ 27	16/ 24	18/ 21	26/ 28	24/ 27	24/ 30	12/ 16	410 / 505	<b>81.2</b>
15	The Counsel has the legal right to pass a budget whose expenses are greater than receipts. (F)	--	--	--	--	--	10/ 23	19/ 26	23/ 26	19/ 26	23/ 31	15/ 20	26/ 30	18/ 25	9/ 27	15/ 24	15/ 21	26/ 28	25/ 27	21/ 30	11/ 16	275 / 380	<b>72.4</b>
16	Even if all the procedural conditions and budget principles are in order, the Government oversight authority has the right to reject a budget if he/she feels the communal government's priorities are mistaken. (F)	--	--	--	--	--	5/ 23	14/ 26	8/ 26	14/ 26	11/ 31	13/ 20	12/ 30	12/ 25	9/ 27	8/ 24	4/ 21	26/ 28	7/ 27	0/ 30	3/ 16	146 / 380	<b>38.4</b>
17	Transparency complicates the work of the mayor since it gives the opportunity for malicious people to provoke him.(F)	19/ 27	24/ 29	16/ 27	20/ 23	14/ 19	13/ 23	20/ 26	18/ 26	20/ 26	20/ 31	11/ 20	19/ 30	11/ 25	17/ 27	9/ 24	11/ 21	11/ 28	14/ 27	22/ 30	11/ 16	320 / 505	<b>63.4</b>
18	Procurement procedures do not apply with financing obtained from donations or inherited funds. (F)	--	--	--	--	--	11/ 23	16/ 26	15/ 26	13/ 26	22/ 31	15/ 20	14/ 30	8/ 25	13/ 27	13/ 24	11/ 21	15/ 28	12/ 27	18/ 30	5/ 16	201 / 380	<b>52.9</b>
19	The Communal budget must be prepared and adopted before the end of March. (F)	19/ 27	20/ 29	16/ 27	19/ 23	15/ 19	1/ 23	9/ 26	4/ 26	7/ 26	0/ 31	11/ 20	6/ 30	3/ 25	7/ 27	8/ 24	6/ 21	10/ 28	6/ 27	10/ 30	3/ 16	180 / 505	<b>35.7</b>

#	True and False Question	Bamako I	Kati	Koulikani	Dioïla	Koul;ikoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
20	A commune's property inventory is only required at the end of the elected term of the mayor and is only submitted to the secretary-general. (F)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	181 / 380	<b>47.6</b>
	<b>TOTAL</b>	<b>88/ 135</b>	<b>105/ 145</b>	<b>85/ 135</b>	<b>86/ 115</b>	<b>63/ 95</b>	<b>319/ 460</b>	<b>404/ 520</b>	<b>386/ 520</b>	<b>383/ 520</b>	<b>425/ 620</b>	<b>330/ 400</b>	<b>444/ 600</b>	<b>358/ 500</b>	<b>327/ 540</b>	<b>315/ 480</b>	<b>272/ 420</b>	<b>450/ 560</b>	<b>395/ 540</b>	<b>399/ 600</b>	<b>227/ 320</b>	<b>5861 / 8225</b>	<b>71.3 %</b>
		<b>65.2</b>	<b>72.4</b>	<b>63.0</b>	<b>74.8</b>	<b>66.3</b>	<b>69.3</b>	<b>77.7</b>	<b>74.2</b>	<b>73.7</b>	<b>68.5</b>	<b>82.5</b>	<b>74.0</b>	<b>71.6</b>	<b>60.5</b>	<b>65.6</b>	<b>64.8</b>	<b>80.4</b>	<b>73.1</b>	<b>66.5</b>	<b>70.9</b>		

### Questionnaire results – Post-test

#	True and False Question	Bamako I	Kati	Koulikani	Dioïla	Koul;ikoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
1	Communes are legally entities that have financial autonomy. (T)	--	--	--	--	--	23/ 24	24/ 24	25/ 26	27/ 27	31/ 31	19/ 19	28/ 28	24/ 26	26/ 27	23/ 24	23/ 23	27/ 28	29/ 29	27/ 30	20/ 20	376/ 386	<b>97.4</b>
2	Communal financial management concerns only locally elected officials: the public, civil society and the State have no oversight right. (F)	--	--	--	--	--	21/ 24	24/ 24	25/ 26	25/ 27	30/ 31	19/ 19	28/ 28	22/ 26	25/ 27	21/ 24	21/ 23	28/ 28	19/ 29	26/ 30	20/ 20	354/ 386	<b>91.7</b>
3	Transparency in municipal management is required by law. (T)	--	--	--	--	--	24/ 24	24/ 24	26/ 26	27/ 27	29/ 31	19/ 19	28/ 28	26/ 26	26/ 27	21/ 24	22/ 23	26/ 28	28/ 29	27/ 30	20/ 20	373/ 386	<b>96.6</b>

#	True and False Question	Bamako I	Kati	Koulikani	Dioïla	Koulïkoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
4	The law authorizes the mayor to prohibit access of citizens to Council Meetings that debate issues involving communal financial management. (F)	-	-	-	-	16/ 24	24/ 24	24/ 26	26/ 27	29/ 31	19/ 19	28/ 28	25/ 26	23/ 27	23/ 24	23/ 23	24/ 28	22/ 29	24/ 30	19/ 20	349/ 386	<b>90.4</b>	
5	Citizens have to legal recourse when the Counsel does not abide by transparency regulations. (F)	--	--	--	--	20/ 24	22/ 24	24/ 26	27/ 27	29/ 31	19/ 19	24/ 28	18/ 26	22/ 27	17/ 24	15/ 23	26/ 28	23/ 29	25/ 30	18/ 20	329/ 386	<b>85.2</b>	
6	The law obliges each commune to have a budget. This budget that is an instrument that details all authorized expenditures and receipts. (T)	--	--	--	--	21/ 24	24/ 24	26/ 26	26/ 27	30/ 31	19/ 19	27/ 28	26/ 26	26/ 27	23/ 24	23/ 23	28/ 28	26/ 29	26/ 30	18/ 20	369/ 386	<b>95.6</b>	
7	To help ensure success in strategic planning, it is preferable to not too intensely involve civil society leaders or the general population. (F)	--	--	--	--	21/ 24	22/ 24	26/ 26	26/ 27	27/ 31	19/ 19	28/ 28	22/ 26	22/ 27	20/ 24	22/ 23	27/ 28	27/ 29	23/ 30	19/ 20	351/ 386	<b>90.9</b>	
8	The mayor is the person responsible for the communal budget. (T)	--	--	--	--	24/ 24	24/ 24	25/ 26	27/ 27	28/ 31	19/ 19	28/ 28	26/ 26	26/ 27	23/ 24	22/ 23	27/ 28	28/ 29	24/ 30	20/ 20	371/ 386	<b>96.1</b>	
<b>9<sup>2</sup></b>	Coercive means should be the first recourse in collection of taxes and fees. (F)	19/ 25	20/ 30	24/ 26	16/ 22	12/ 28	13/ 24	19/ 24	14/ 26	20/ 27	25/ 31	17/ 19	24/ 29	15/ 26	18/ 27	9/ 24	19/ 23	20/ 28	13/ 29	22/ 30	15/ 20	354/ 517	<b>68.5</b>

<sup>2</sup> Questions in bold (i.e., 9, 10, 14, 17 and 19) were used at all sites. Other questions were not used at the initial training in Bamako or in Koulikoro.

#	True and False Question	Bamako I	Kati	Koulikani	Dioïla	Koulïkoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Séguo	Bla	Niñono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
10	A mayor has no legal responsibility to include the public in the preparation of the budget. (F)	15/ 25	27/ 30	22/ 26	21/ 22	26/ 28	16/ 24	21/ 24	24/ 26	24/ 27	25/ 31	18/ 19	25/ 29	20/ 26	23/ 27	16/ 24	18/ 23	23/ 28	24/ 29	24/ 30	17/ 20	429/ 517	<b>83.0</b>
11	A budget has two major components: 1) operations and 2) investments. (T)	--	--	--	--	--	24/ 24	23/ 24	24/ 26	27/ 27	28/ 31	18/ 19	28/ 28	26/ 26	25/ 27	24/ 24	22/ 23	26/ 28	29/ 29	29/ 30	17/ 20	370/ 386	<b>95.9</b>
12	The responsibility for preparing a budget is that of the Mayor who is assisted by the commune's financial services and a commission on finances if he/she so chooses. (T)	--	--	--	--	--	22/ 24	22/ 24	18/ 26	26/ 27	30/ 31	15/ 19	28/ 28	25/ 26	24/ 27	19/ 24	20/ 23	25/ 28	29/ 29	29/ 30	14/ 20	346/ 386	<b>89.6</b>
13	The government oversight authority has 30 days from receipt of the communal budget for examination. Past this period, and in absence of any official comment, the budget becomes effective. (T)	--	--	--	--	--	24/ 24	23/ 24	23/ 26	27/ 27	29/ 31	17/ 19	28/ 28	26/ 26	24/ 27	24/ 24	22/ 23	26/ 28	29/ 29	29/ 30	18/ 20	369/ 386	<b>95.6</b>
14	Only the mayor has the right to directly select commercial contractors, no matter the payment amount, in order to speed up procurement and avoid delays. (F)	22/ 25	28/ 30	25/ 26	21/ 22	25/ 28	22/ 24	24/ 24	23/ 26	27/ 27	29/ 31	19/ 19	28/ 28	26/ 26	23/ 27	18/ 24	23/ 23	27/ 28	27/ 29	30/ 30	18/ 20	485/ 517	<b>93.8</b>
15	The Counsel has the legal right to pass a budget whose expenses are greater than receipts. (F)	--	--	--	--	--	20/ 24	23/ 24	23/ 26	27/ 27	28/ 31	19/ 19	28/ 28	25/ 26	22/ 27	22/ 24	20/ 23	26/ 28	25/ 29	22/ 30	18/ 20	348/ 386	<b>90.2</b>

#	True and False Question	Bamako I	Kati	Koulikani	Dioïla	Koulikoro	Bougouni	Kolondiéba	Koutiala	Sikasso	Kadiolo	Ségou	Bla	Niono	San	Tominian	Djenné	Mopti	Bankass	Bandiagara	Bamako II	<b>TOTAL</b>	<b>TOTAL %</b>
16	Even if all the procedural conditions and budget principles are in order, the Government oversight authority has the right to reject a budget if he/she feels the communal government's priorities are mistaken. (F)	-	-	-	-	9/ 24	15/ 24	11/ 26	24/ 27	9/ 31	15/ 19	24/ 28	16/ 26	17/ 27	12/ 24	11/ 23	11/ 28	10/ 29	12/ 30	10/ 20	206/ 386	<b>53.4</b>	
17	Transparency complicates the work of the mayor since it gives the opportunity for malicious people to provoke him.(F)	25/ 25	28/ 30	22/ 26	19/ 22	25/ 28	14/ 24	24/ 24	20/ 26	26/ 27	25/ 31	15/ 19	27/ 28	19/ 26	19/ 27	14/ 24	17/ 23	19/ 28	16/ 29	28/ 30	13/ 20	415/ 517	<b>80.3</b>
18	Procurement procedures do not apply with financing obtained from donations or inherited funds. (F)	--	--	--	--	--	18/ 24	20/ 24	24/ 26	23/ 27	24/ 31	19/ 19	23/ 28	24/ 26	24/ 27	16/ 24	19/ 23	26/ 28	22/ 29	20/ 30	12/ 20	314/ 386	<b>81.3</b>
19	The Communal budget must be prepared and adopted before the end of March. (F)	18/ 25	27/ 30	19/ 26	19/ 22	23/ 28	1/ 24	11/ 24	11/ 26	20/ 27	2/ 31	13/ 19	16/ 28	4/ 26	7/ 27	10/ 24	12/ 23	5/ 28	8/ 29	20/ 30	10/ 20	256/ 517	<b>49.5</b>
20	A commune's property inventory is only required at the end of the elected term of the mayor and is only submitted to the secretary-general. (F)	--	--	--	--	--	10/ 24	7/ 24	13/ 26	27/ 27	25/ 31	16/ 19	27/ 28	13/ 26	9/ 27	9/ 24	15/ 23	23/ 28	10/ 29	25/ 30	11/ 20	240/ 386	<b>62.2</b>
	<b>TOTAL</b>	99/ 125	130/ 150	112/ 130	96/ 110	111/ 140	363/ 480	420/ 480	429/ 520	509/ 540	512/ 620	353/ 380	525/ 560	428/ 520	431/ 540	364/ 480	389/ 460	470/ 560	444/ 580	492/ 600	327/ 400	7022/ 8375	<b>83.6</b>
		<b>79.2</b>	<b>86.7</b>	<b>86.2</b>	<b>87.3</b>	<b>79.3</b>	<b>75.6</b>	<b>87.5</b>	<b>82.5</b>	<b>94.3</b>	<b>82.6</b>	<b>92.9</b>	<b>93.8</b>	<b>82.3</b>	<b>79.8</b>	<b>75.8</b>	<b>84.6</b>	<b>83.9</b>	<b>76.6</b>	<b>82.0</b>	<b>81.7</b>	<b>83.8</b>	

## **Attachment E**

## **Evaluation – Summary Data**

## ATTACHMENT E. EVALUATION – SUMMARY DATA

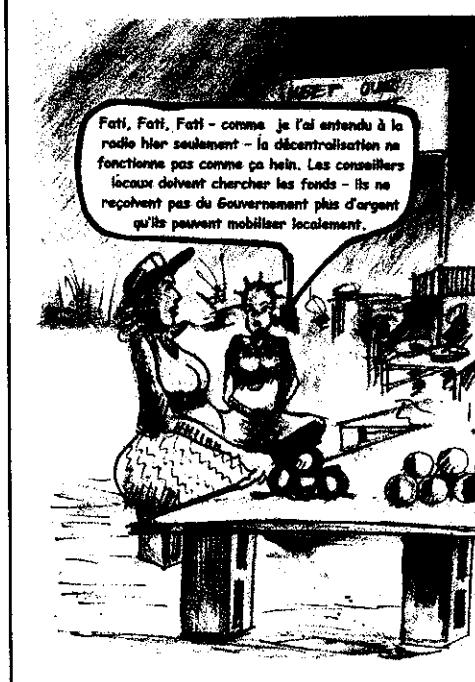
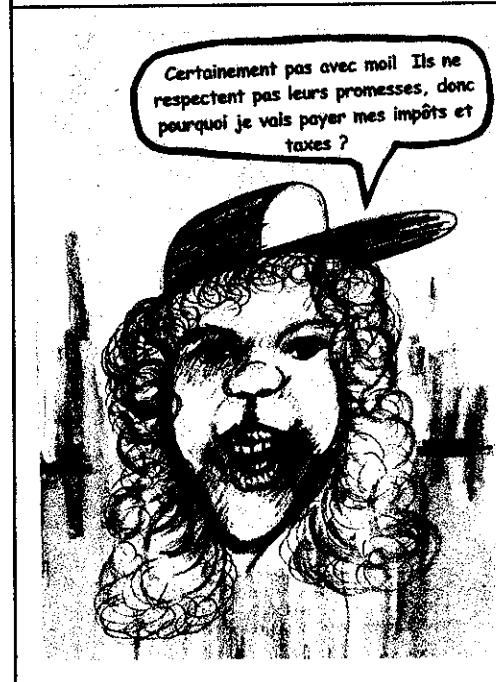
Criteria	Rating	Bamako I	Kati	Koulikani	Dioiola	Koulikoro	Bougouni	Kolondieba	koutiala	Sikasso	Kadiolo	Segou	Bla	Niono	San	Tominian	Djenne	Mopti	Bankass	Bandiagara	Bamako II	TOTAL	TOTAL %	
1. General Quality of Training	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	2	0	0	0	3	3	0	0	0	0	0	0	1	0	2	0	0	1	1	4	1	18	3.9
	Good	13	10	8	3	11	2	8	0	10	0	2	9	11	9	6	3	10	10	15	9	149	32.2	
	Very Good	14	12	12	20	6	16	12	0	9	0	11	12	11	8	11	8	14	11	6	4	197	42.5	
	Excellent	1	8	7	3	6	4	5	0	8	0	5	6	4	8	5	12	3	5	5	4	99	21.4	
2. Quality of the Trainers	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	2	8	1.8
	Good	14	16	12	5	9	6	3	0	4	0	3	5	8	3	0	3	3	6	5	7	112	24.7	
	Very Good	8	5	7	17	10	14	18	0	13	0	13	11	14	9	11	9	14	19	13	4	209	46.1	
	Excellent	5	9	8	1	6	5	4	0	10	0	2	10	4	11	11	11	9	1	12	5	124	27.4	
3. Quality of Training Tools	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	3	9	2	2	4	4	3	0	5	0	0	2	2	0	0	1	2	2	3	3	47	10.3	
	Good	10	15	5	12	11	9	12	0	12	0	4	14	11	14	8	11	12	14	13	7	194	42.6	
	Very Good	12	3	15	8	7	9	8	0	6	0	9	9	9	8	13	7	8	7	11	6	155	34.1	
	Excellent	4	3	5	3	5	2	2	0	2	0	5	2	4	5	1	4	5	2	3	2	59	13.0	
4. Organization	Poor	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0.2	
	Acceptable	5	4	4	1	10	6	3	0	3	0	3	4	8	7	5	0	0	8	3	15	2	91	20.0
	Good	13	20	12	15	9	10	16	0	12	0	13	14	7	12	8	8	14	15	5	8	211	46.4	
	Very Good	11	4	8	7	3	6	5	0	7	0	1	6	11	6	8	11	3	6	7	6	116	25.5	
	Excellent	1	2	3	3	1	1	1	0	5	0	1	2	0	2	1	3	2	3	3	2	36	7.9	
5. Appropriateness of Themes	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	2	1	0	0	0	1	3	0	0	0	0	1	2	3	0	0	1	2	3	2	21	4.6	
	Good	5	13	5	8	7	6	8	0	5	0	6	8	10	12	7	5	12	8	11	5	141	30.9	
	Very Good	18	8	13	12	8	11	10	0	11	0	2	10	12	11	10	10	9	9	7	5	176	38.5	
	Excellent	5	8	9	6	10	5	4	0	11	0	10	8	3	1	5	7	5	7	9	6	119	26.0	
6. Role Playing	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	6	11	5	0	6	2	0	0	3	0	1	3	3	0	3	3	4	4	4	4	61	13.3	
	Good	14	11	12	10	10	13	16	0	15	0	9	16	10	13	8	9	12	17	10	8	213	46.6	
	Very Good	10	3	9	14	5	10	5	0	5	0	6	6	12	9	12	5	8	4	11	6	140	30.6	
	Excellent	0	5	1	4	4	0	4	0	2	0	1	2	1	1	2	5	4	2	5	0	43	9.4	
7. Case Studies	Poor	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2	0.4	
	Acceptable	5	4	0	0	4	2	1	0	2	0	0	3	0	2.5	2	1	1	1	4	1	1	33.5	7.4
	Good	14	12	12	13	11	11	10	0	10	0	9	12	8	11.5	6	8	14	15	10	11	11	197.5	43.9
	Very Good	7	8	10	12	6	5	13	0	10	0	6	8	14	11	10	7	10	9	11	6	163	36.2	
	Excellent	2	5	5	1	3	5	1	0	1	0	2	3	4	2	4	6	3	2	5	0	54	12.0	
8. Cartoons	Poor	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0.6	
	Acceptable	7	0	0	0	0	0	6	4	0	3	0	6	5	4	5	2	4	10	7	14	2	79	23.8
	Good	10	0	0	0	0	0	9	12	0	13	0	6	8	9	14	8	7	11	16	9	6	138	41.6
	Very Good	6	0	0	0	0	0	6	4	0	3	0	5	8	11	6	6	7	5	4	3	4	78	23.5
	Excellent	2	0	0	0	0	0	2	3	0	4	0	1	4	1	2	5	5	1	0	4	1	35	10.5

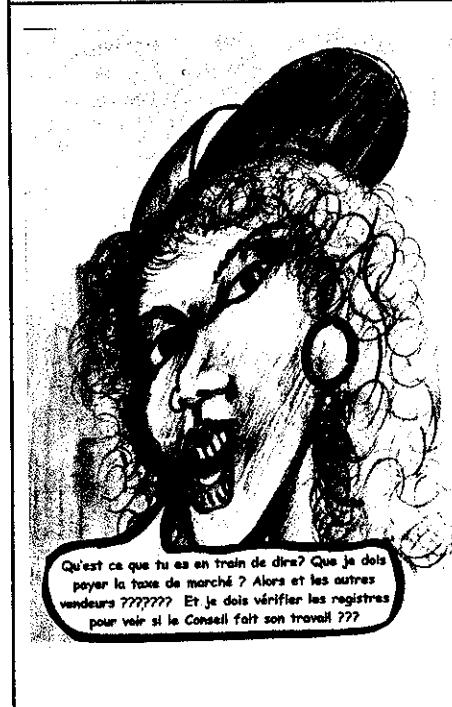
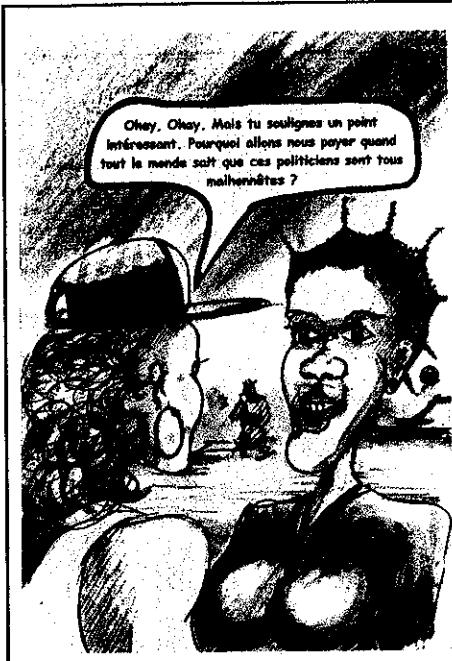
Criteria	Rating	Bamako I	Kati	Koulikani	Dioiola	Koulikoro	Bougouni	Kolondieba	koutiala	Sikasso	Kadiolo	Segou	Bla	Niono	San	Tominian	Djenne	Mopti	Bankass	Bandiagara	Bamako II	TOTAL	TOTAL %	
9. Summary Presentations	Poor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	Acceptable	2	2	0	3	2	3	2	0	3	0	0	0	2	5	8.5	0	2	1	1	3	2	41.5	9.3
	Good	19	18	17	14	14	10	11	0	6	0	0	9	12	14.5	5	7	18	16	13	6	209.5	46.9	
	Very Good	7	4	6	5	4	7	8	0	8	0	11	10	8	3	11	7	5	8	8	9	129	28.9	
	Excellent	2	5	4	2	3	4	3	0	8	0	7	5	1	1	6	6	3	2	4	1	67	15.0	
TOTALS	Poor	1	0	0	0	0	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	5	0.1
	Acceptable	35	31	11	6	30	27	16	0	19	0	10	22	24	35	9	11	28	22	54	19	409	10.3	
	Good	112	115	83	80	82	76	96	0	87	0	52	95	86	91	56	61	106	117	94	71	1560	39.4	
	Very Good	93	47	80	95	46	84	83	0	72	0	64	80	102	71	91	71	76	77	73	50	1355	34.2	
	Excellent	22	45	44	23	38	28	27	0	51	0	34	42	22	33	40	59	35	23	47	21	634	16.0	

## **Attachment F**

## **Cartoon Strip**

## AU MARCHE





# **Attachment G**

## **Training Certificate Sample**

# CERTIFICAT DE PARTICIPATION

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A participé avec Succès au Programme:

***Formation des Elus Communaux et des Leaders de la Société Civile à la Gestion Financière et à la Transparence***

***Initié par le Ministère de l'Administration Territoriale et des Collectivités Locales (MATCL) et l'Agence de Développement International des Etats-Unis (USAID)***



Date : du 09 au 13 septembre 2002

Segou, Mali

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Daniel Gerber



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Makono Diarra



## **Attachment H**

### **Copies of Training Materials**

Attachment not included with this report.

# **Attachment I**

## **Trainer's Guide**

Attachment not included with this report.